

# Application for the Army Communities of Excellence Competition 2002

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# Glossary

<b>A</b>	
AAFES	Army And Air Force Exchange Services
AAR	After Action Reviews
ACES	Army Continuing Education System
ACOE	Army Communities of Excellence
ACS	Army Community Services.
ADA	Acquisition Decision Authority
AF	Air Force
AFAP	Army Family Action Plan
AFB	Award Fee Board
AFN	American Forces Network
AIEP	Army Ideas for Excellence Program
AIT	Advance Individual Training
AP	Associated Press
APF	Appropriated Fund
APIC	Army Performance Improvement Criteria
ARCIS	Army Records Computer Information System
ARM	Army Recreation Machines
ASACS	Adolescent Substance Abuse Counseling Service
ASG	Area Support Group
ASVAB	Armed Services Vocational Aptitude Battery
AT/FP	Anti-Terrorism / Force Protection
ATARS	Advanced Technology Assessment Report
AVN	Aviation
AW	Airlift Wing
AYCE	Association For Young Children In Europe
<b>B</b>	
BASOPS	Base Operations
BG	Brigadier General
BMC	Base Maintenance Contractor
BN	Battalion
BOSS	Better Opportunities for Single Members
BSB	Base Support Battalion
<b>C</b>	
CARAT	Child Abuse Risk Assessment Tool
CCC	Community Counseling Center
CDA	Child Development Associate
CDC	Child Development Center
CDR	Commander
CE	Civil Engineers
CFE	Central Forces Europe
CERPT	Central Enrollment And Registration Planning Team

CHPPME	Center for Health Promotion and Preventive Medicine
CID	Criminal Investigation Division
CIF	Central Issuing Facility
CIM	Central Installation Management (also referred to as TIM -- Transitional Installation Management & as IMA -- Installation Management Activity; all are appropriate)
CIP	Command Inspection Program
CISD	Critical Incident Stress Debriefing
CLEP	College Level Examination Program
CMAA	Civilian Misconduct Action Authority
CMAS	Civilian Misconduct Action Specialist
CMRP	Chaplains Command Master Religious Plan
CMWRF	Combined Morale Welfare and Recreation Fund
CMWRF	Community Morale Welfare Recreation Fund
COGS	Cost of Goods Sold
COL	Colonel
CONOPS	Contingency Operations
CONUS	Continental United States
COPS	Central Operations Police Suite
COTR	Contracting Officer's Technical Representative
CPAC	Civilian Personnel Advisory Center
CPF	Central Processing Facility
CPI	Command Inspection Program
CPMC	Capital Purchase of Minor Construction
CPO	Civilian Personnel Office
CPOC	Civilian Personnel Operations Center
CPX	Command Post Exercise
CRC	Case Review Committee
CSM	Command Sergeant Major
CTA	Common Table of Allowances
CYMS	Child/Youth Ministry Service
CYSD	Child/Youth Services Division
<b>D</b>	
DA	Department of the Army
DARE	Drug Abuse Resistance and Education Program
DA PAMs	Department of the Army Pamphlets
DCA	Directorate of Community Affairs
DECA	Defense European Commissary Agency
DFAS	Defense Finance and Accounting Service
DII	Defense Information Infrastructure
DIV	Division
DL	Distant Learning
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools

DODI	Department of Defense Dependents Instructions
DOL	Directorate of Logistics
DPAS	Defense Property Accountability System
DPC	Deployment Processing Center
DPW	Department of Public Works
DRMO	Defense Reutilization and Marketing Office
DTOPS	Directorate of Training, Operations, Plans, Security (S 2/3)
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
<b>E</b>	
ECAS	Environmental Compliance Assessment System
EEO	Equal Employment Opportunity
EER	Enlisted Evaluation Report
EFM	Exceptional Family Member
E-MAIL	Electronic Mail
EMO	Environmental Management Office
EO	Equal Opportunity
EOC	Emergency Operations Center
EOCAS	Equal Opportunity Climate Assessment Survey
EQCC	Environmental Quality Control Committee
ESG	Executive Steering Group
EUCOM	European Command
<b>F</b>	
FAC	Family Advocacy Committee
FAP	Family Assistance Plan
FGS	Final Governing Standards
FMAO	Family Member Action Officer
FMO	Furnisher Management Office
FP	Force Protection
FSI	Federal Service International
FSIC	Federal Services International Corporation
FWC	Functional Working Group
FY	Fiscal Year
<b>G</b>	
G/A	German American
GCCS	Global Command and Control System
GED	General Education Development
GMWRF	Group Morale Welfare Recreation Fund
GS	Government Service
GSA	General Services Administration
<b>H</b>	
HAZMAT	Hazardous Material

HHD	Headquarters & Headquarters Detachment
HMG	Hospitality Management Group
HQ	Headquarter
<b>I</b>	
IA	Installation Advisor
IAC	Installation Advisory Council
IAM	Information Assurance Manager
IASO	Information Assurance Security Officers
IAVA	Information Assurance Vulnerability Alerts
IAW	In accordance with
IC	Installation Coordinator
IC/AIC	Installation Coordinator / Assistant Installation Coordinator
ICCET	Installation Child Care Evaluation Team
ICYET	Installation Child And Youth Evaluation Team
IDP	Internally Developed Program
IFMS	Intergraded Fleet Management System
IG	Inspector General
IH	Industrial Hygiene
IJO	Individual Job Orders
ILOC	Installation Logistical Operations Center
IMO	Information Management Officer
IMPAC CARD	International Merchant Purchase Authorization Card
INF	Infantry
IPRs	In-Process Reviews
ISO	International Organization of Standards
ISR	Installation Status Report
ITC	In-processing Training Center
ITO	Installation Transportation Office
ITR	Information, Ticketing, and Registration
ITT	ITT Federal Services GmbH
IVP	Installation Volunteer Program
<b>J</b>	
JAG	Judge Advocate General
JAWG	Joint Action Working Group
JSIVA	Joint Services Integrated Vulnerability Assessment
JU	Joint Use
<b>K</b>	
KA	Kaiserslautern American
KCAC	Kaiserslautern Community Activity Center
KCWC	Kaiserslautern Community Working Counsel
KFOR	Kosovo Force
KMC	Kaiserslautern Military Community

KMID	Kaiserslautern Military Intelligence Detachment
KOD	Key Organizational Drivers
KOP	Key Organizational Processes
KP	Kitchen Police
<b>L</b>	
LAN	Local Area Network
LANDCENT	Land Component of Allied Forces Central Europe
LEAD	Leadership Education and Development
LHS	Life Health Safety
LN	Local National Employees
LRMC	Landstuhl Regional Medical Center
LTC	Lieutenant Colonel
<b>M</b>	
MACOM	Major Command
MARKS	Modern Army Records Keeping System
MASH	Mobil Army Surgical Hospital
MCA	Military Construction Army
MCYET	Major Command Child Youth Evaluation Team
MED	Medical
MEDCOM	Medical Command
MILES	Multi Integrated Laser Engagement System
MIPAR	Military International Departmental Purchase Request
MIPL	Master Integrated Priority List
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTMC	Military Transportation and Movement Command
MTOE	Military Table of Organizational and Equipment
MWR	Morale, Welfare and Recreation
<b>N</b>	
NAEYC	National Association for the Education of Young Children
NAF	Non-Appropriated Funds
NAFI	Non-appropriated Fund Instrumentality
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, Chemical
NCO	Non-Commissioned Officers
NCOES	Non Commission Officers Education System
NCOPD	Non Commission Officer Professional Development
NEO	Noncombatant Evacuation Operation
NG	National Guard
NIBD	Net Income Before Depreciation
NIPERNET	Non-Secure Internet Protocol Router Network
<b>O</b>	



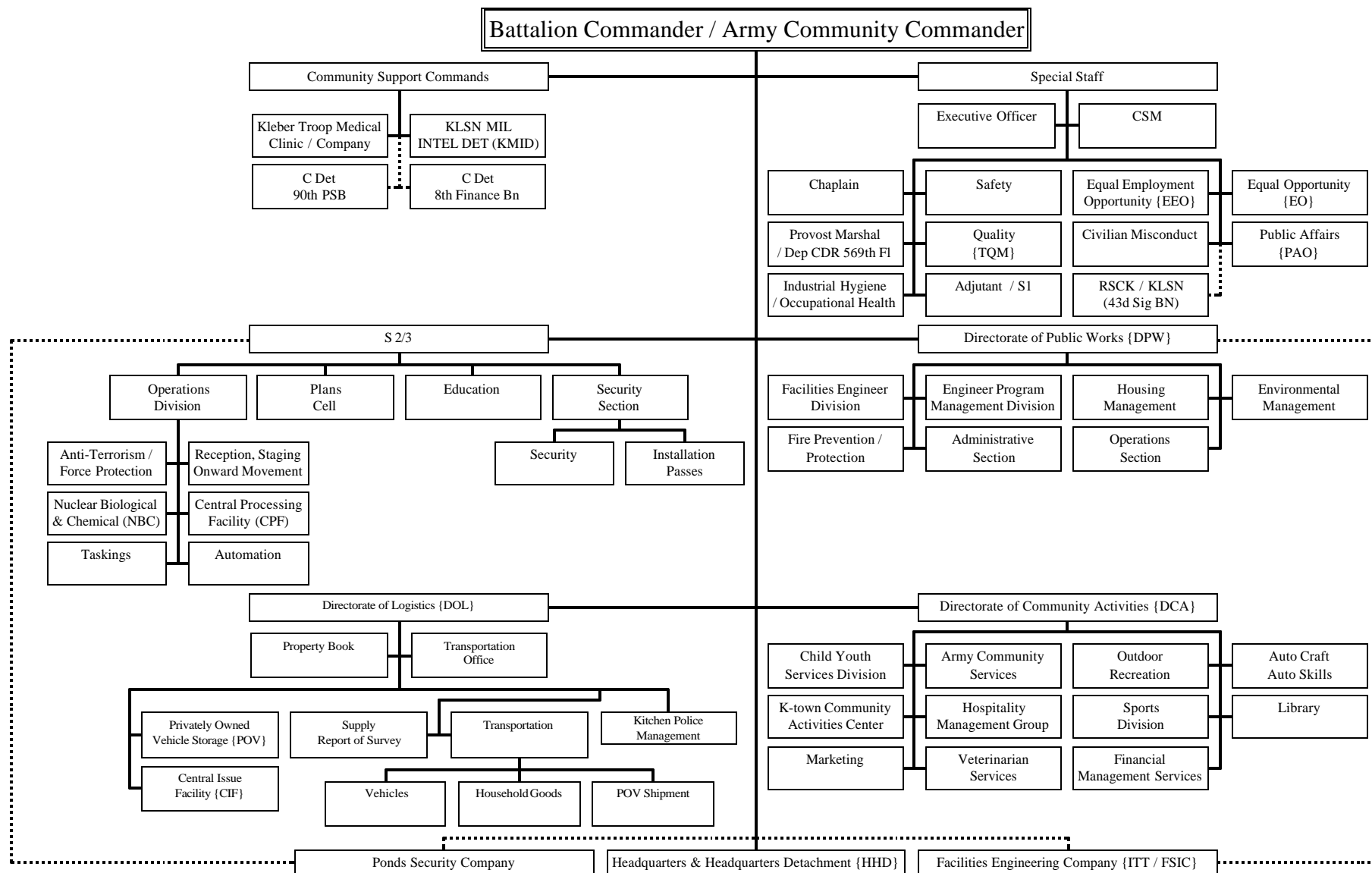
ODCSLOG	Office Defense Chief of Staff Logistics
ODT	Overseas Deployment Training
OER	Officer Evaluation Report
OJF	Operation Joint Forge
OJG	Operation Joint Guard
OJT	On the Job Training
OPORD	Operational Order
OPSEC	Operation Security
ORS	Offense Reporting System
OSI	Office of Security Investigation
OSH	Occupational Safety and Health Council
OSHA	Occupational Safety and Health Administration
OSH	Occupational Safety and Health Council
<b>P</b>	
PA	Program Administrators
PACD	Plan, Act, Check, Do
PAB	Parent Advisory Board
PAO	Public Affairs Officer
PAT	Process Action Team
PBO	Property Book Officer
PCS	Permanent Change of Station
PMO	Provost Marshal Office
POS	Point of Sales system
POV	Privately Owned Vehicle
PSRR	Performance Status Review Report.
PT	Physical Training
PTOPS	Pilot Transportation Operational Personal Property Standard System
PVA	Project Validation Assessment team
PX/BX	Post Exchange / Base Exchange
<b>Q</b>	
QOL	Quality of Life
QTB	Quarterly Training Briefs
<b>R</b>	
R&A	Review and Analysis
RAC	Risk Assessment Codes
RC	Reserve Component
RCPAC	Reserve Components Personnel and Administration Center
REKTRAK	Recreation Computer Software System
RETS	Remote Target System
ROB	Rhein Ordinance Barracks
ROL	Repeat Offender Listing
RSC	Regional Support Center (Kaiserslautern)

RSO	Reception Staging and Onward movement
RSOI	Reception Staging and Onward Integration
<b>S</b>	
SA	System Administrator
SAEDA	Subversion and Espionage Directed Against the Army
SAS	School Age Services
SATCOM	Satellite Command
SATS	Security Audit Trails
SAV	Staff Assistance Visit
SFOR	Stabilization Force
SGATE	Sponsorship Gateway
SGT	Sergeant
SIPERNET	Secure Internet Protocol Router Network
SIT	Soldier In-processing Time
SITES	Standard Installation Topic Exchange Service
SJA	Staff Judge Advocate
SNRT	Special Needs Resource Team
SOFA	Status of Forces Agreement
SOP	Standard Operating Procedures
SORT PROGRAM	Separation Of Recyclable Trash
SP	Security Police (Air Force)
SRP	Soldier Readiness Program
SSG	Staff Sergeant
SSO	Safety/Security Officer
SSPA	Sustain Superior Performance Award
STAC	Stability and Support Operations
STACC	Short Term Alternative Child Care
SWOT	Strengths, Weaknesses, Opportunities, Threats
<b>T</b>	
TAPA	Total Army Personnel Agency
TAQ	Total Army Quality
TCS	Temporary Change of Station
TDA	Table of Distribution and Allowances
TDC	Theater Distribution Center
TDY	Temporary Duty
TFE	Task Force Eagle
THREATCON	Threat Conditions
TLMS	Tape Library Management System
TMCA	Theater Movement Control Agency
TMP	Transportation Motor Pool
TOPS	Transportation Operating System
TQM	Total Quality Management

TSC	Theater Support Command
TSC	Training Support Center
TSD	Training Support Division
<b>U</b>	
UCAS	USAREUR Community Automation System
UMT	Unit Ministry Team
UPI	United Press International
USAFE	United States Air Forces Europe
USAMMCE	United States Army Military Medical Center Europe
USAR	United States Army Reserves
USAREUR	United States Army Europe
USFPF	US Forces Police Flight
USNSE	U.S. National Support Element
USO	United Services Organization
<b>V</b>	
VCCUS	Volunteer Child Care In Unit Settings
VRA	Veteran Readjustment Appointments
<b>W</b>	
WMD	Weapons of Mass Destruction
WO	Work Order
<b>X</b>	
XO	Executive Officer
<b>Y</b>	
YS	Youth Services

# Organizational Chart

# 415<sup>th</sup> BSB -- Organizational Structure



XI.

Command Relationships: ————— Command      - - - - - Operational Control      - - - - - Technical Supervision for Mission Support

# Organizational Profile

## **Preface: Organizational Profile**

### **P.1 Organizational Description**

#### **a. Organizational Environment**

##### **P.1.a (1) Main Products & Services**

The 415<sup>th</sup> Base Support Battalion is located in the greater Kaiserslautern community in southern Germany. We have a total population of 40,679 soldiers, airmen, family members, civilians and retirees and are proud of what each contributes to the mission of the community. The 415<sup>th</sup> organization encompasses an area of 1150 square miles with 10 major installations and 29 tenant units. The Kaiserslautern community is a great place to live and work.

Our mission is to provide quality of life and well-being programs in support of the community and serve as a power projection platform for onward movement of soldiers. We enhance the readiness and quality-of-life for the total force to meet on going and future requirements and provide services that support the needs of the community. Our Team is dedicated to supporting those we serve.

Our facilities are located throughout the community to ensure our services are convenient to the customer. We validate the need and quality of our services through "need assessment" surveys administered throughout the community and direct feedback from our customer base. Some of our programs and information forums include: centralized pre-deployment processing, community information forums, senior tactical commander's conference, installation coordinator councils, civilian misconduct enforcement, Spouse abuse prevention, force protection certification, installation volunteer program, single soldier programs, family action symposiums, ethnic observances, special entertainment and recognition programs, youth ministries, alcohol and drug awareness program (DARE), Army Family Team Building, traffic management, neighborhood watch program, school partnership program, intramural sports program, and catering and conference services. All these programs provide services or information to our customers that train, inform, entertain and improve readiness. Our competitive environment demands that we take a proactive approach if we are to remain viable in today's market.

Some other facilities already under contract or completed during this fiscal year are a new car wash, new child development center, kid's zone, two cappuccino bars, digital training facility, and a new tax center.

As a power projection platform, we provide other services designed to facilitate mobilization, deployment and contingency missions. Some of these services and facilities are a billeting complex, processing area, vehicle inspection point, fitness center, dining facility and two railheads. We work very closely with the 21<sup>st</sup> Theater Support Command (TSC) to augment their force projection mission. Since August 2001 we have executed Reception and Staging and Onward Movement (RSOI) of 5649 soldiers to Kosovo, Afghanistan and other points down range. We own the only Deployment Processing Center in U.S. Army Europe.

These products and services are delivered through quarterly training briefs, senior tactical commanders' forum, quarterly tasking conferences, quarterly range conferences, monthly soldier readiness processing, quarterly joint action working groups, (JAWG), railhead training, weekly level 1 force protection training, quarterly casualty assistance training, quarterly

retirement training briefs, monthly community information forums, range operations, safety certification training, daily community in-processing, installation construction boards, distance learning adult continuing education services, community web site, and Armed Forces Network (AFN) radio station.

We manage the battalion's personnel strength, conduct soldier and civilian administrative actions such as hiring and reclassification actions and processing of promotions, efficiency reports, pay adjustments, official mail services, POV registration, and other personnel service support for all authorized members of the KMC within our footprint. Since last October, our processing for awards and efficiency rates are better than last fiscal year; and we have expanded our civilian misconduct program to include school misconduct cases.

Directorate of Logistics section provides support for every tenant unit in the community. Logistical support includes: Transportation services; fuel support, wrecker services, taxi services, bus shuttle services, in/out-bound of personnel property, passenger travel, drivers testing, and POV storage for deploying soldiers. Property book support includes: installation services for over 311 hand receipt holders, Central Issue Facility (CIF) support; and Kitchen Police (KP) Management for routine and contingency missions. Another vital service we provide to the community is a fleet of 554 vehicles that support routine missions in the community and other missions like deployments, force protection requirements, funeral details and emergency support.

Our law enforcement agency is a joint operation consisting of a Provost Marshal, 12 desk sergeants and investigators and 15 tactical MPs working with the 569<sup>th</sup> Security Forces Squadron, USAFE. The Provost Marshal (PM) is responsible for providing the full spectrum of law enforcement services for a community of 40,679 residents.

The Directorate of Community Activities (DCA) section is our largest directorate and provides services and programs such as child care, sports programming, entertainment, soldier and family support programs, libraries, gyms and management for category "C" activities such as car washes, clubs, food operations, and car service centers. Some signature programs sponsored for the community routinely are: Special Olympics, German-American raft race, Bazaars, Army Family Action Plan symposium, Volunteer Appreciation Day, Red Ribbon Campaign, Month of the Military Child, Teen trips, Camp Adventure, Soldier's Show, Rodeo, Cars are the Stars, Conferences, and the Tree Lighting Ceremony.

Other areas where we excel in the DCA are: All child development and youth centers are nationally accredited. Our Better Opportunities for Single Soldiers (BOSS) won the best program and best event in USAREUR and the Department of the Army. Department of the Army chose us as a pilot site for the "Choice" program for youth services. The last two winners of USAREUR's Youth of the Year belong to this community and our Teen Center. We are the biggest generators of nonappropriated funds through special events programs in USAREUR. This is exciting because this allows us to reinvest back into our facilities. The staffing, facilities and services provided via DCA have a positive impact on quality of life in this community.

We have a very strong religious support program. We administer services in two chapels and a family life center with 7

services weekly. We conduct monthly prayer breakfasts for the organization and sponsored our first National Prayer Breakfast for the community. Most importantly, we maximize our religious support to the community by integrating and synchronizing the efforts of the 15 chaplains that belong to the 21<sup>st</sup> TSC and the Landstuhl Regional Medical Center (LRMC). We have an active youth ministry program in the KMC and were just recently funded for a second youth leader to assist with the coverage of the community. Religious programs are driven by our vision to meet the spiritual and moral needs of the KMC. Personnel needs are met as a result of our execution of the Community Religious Support Plan (CMRP) and the ministry teams.

The Directorate of Public Works section is always in high demand. This directorate, in conjunction with a Base Maintenance Contract, provides services to sustain our infrastructure, performs minor and major construction projects, provides 24 hour work order repair, and administers community programs like our partnership with the State for the annual Environmental Day; and the Best Barracks program which provides a financial incentive for single soldiers to maintain their barracks. Our environmental program, administered by the DPW, is one of the best in USAREUR. The environmental team was recognized with the USAREUR award for their accomplishments. In concert with host nation, we set up an environmental working council to track projects and share information to foster relationship with our partners. The DPW provides services for an area 1150 square miles and 3200 buildings; the largest in USAREUR.

Safety is incorporated into every training event, program, construction project and daily operations. Safety is embedded into the culture of the organization, not just something we think about after the fact, we take a close look at all our facilities, new construction projects and the way we do business every day. Safety assessments are a way of life in the BSB, whether it is safety in the weight room, childcare facility, offices or on the railhead. All soldiers and civilians are free of any major safety accident or premature death. Last year we conducted 107 safety inspections of buildings and facilities. This year we have completed 212 inspections and on tract to complete 250 by the end of the calendar year. All directorate supervisors have received hands on risk assessment training.

Our Operations section is the cornerstone of all activities and is the substance that binds the organization together. All railhead training, taskings, installation support activities, force protection, routine and contingency missions are planned, monitored and executed here. Most notably, we provide force protection for the entire community. We were recently evaluated by the Pre-Joint Services Vulnerability Assessment Team (JSIVA) and commended for our force protection posture. Additionally, we have control of a National Guard infantry company that augments our existing force protection support plan and make it possible for us to conduct routine and contingency missions in our area of interest. The Operations' Emergency Operations Center (EOC) has been expanded to enhance our ability to provide force protection and other emergency notification information to the community.

### **P.1.a (2) Organizational Culture**

The KMC is unique because the Army and Air Force are co-located in the same community. This is a bonus for our customers because they are assured of the best services available from both services.

The major command, 21<sup>st</sup> TSC and LRMC are key customers of our services; both are quite diversified and have different needs. We understand that each of our customers are different and customize their support to meet mission requirements and needs. We train the way we support every day.

Feature stories on the Army, the community and other news articles that benefit soldiers, families, civilians and retirees may be read weekly in our award winning newspaper "Kaiserslautern American". This is accomplished through a joint Army/Air Force weekly commercial enterprise community newspaper with a 22,000 circulation to 10 sub-communities. Articles are submitted to U.S. and Host Nation media for broadcasting and TV coverage on our community. The staff works with local and regional media to ensure community activities attended by the general public are covered; assists the media in obtaining articles, arranging interviews and visits, and releasing material on the command. Many of our events: Environmental Day and Special Olympics, German-American Fest, Raft Race, and the Car Show were covered in the host nation paper as well as the military paper. German dignitaries attended all events.

The Public Affairs staff conducts media training, plans and organizes special events, collects and processes Hometown News Releases, and conducts the yearly TV Christmas program to connect with the American public and families stateside and increase soldier's morale.

The services provided in this overseas environment meet the American standards our customers are use to. Our vision is to provide a customer-focused, customer-driven, business operation by continually raising the level of employee professionalism and service delivery while enhancing the units' readiness. The success of the community can be attributed to the inculcated loyalty of the workforce and the team cohesion.

### **P.1.a (3) Employee Profile**

We support the largest concentration of Americans outside of the continental United States (Figure: P2c.1). The Battalion workforce is 780 soldiers, civilians and local nationals; all working together to support 29 dispersed tenant units. Our organization derives its success from continuous dedication, partnerships and desire to deliver a quality product to our customers. In June of this year, we will formalize a new partnership with the V46 German Bundeswehr unit in Saarbrücken.

Our community is the largest employer of local nationals in USAREUR. The demographics include white and blue-collar workers possessing special skills and represented by one Works Council.

Our soldiers belong to separate military tenant units partnering to maximize service to our customers and enhance the performance, QOL and overall excellence of the BSB. For example, two of our fitness centers are open 24 hours daily, because staff duty personnel operate the facility during their shifts.

Our U.S. Appropriated Fund Employees work in all areas of the BASOPS operations. While our U.S. Non-Appropriated Fund Employees work in the DCA arena to fill retail sales, clubs, and



sports. However, our command emphasis is on hiring family members to provide a second income for military families.

Contract employees supplement the work force by providing logistical support in the form of office space, equipment and accessibility to the scope of the Army's mission. Positive communication is key to success with contractors by bringing their expertise to respective areas.

Our workforce is composed of DA career civil servants, Local Nationals, Non-appropriated fund full-time, part-time, flexes employees, intermittent on-call, family members, contract employees, student summer hire employees, contractors and volunteers.

Educational levels vary from high school to post-masters level. Job diversity ranges from auto mechanic to social worker, food service employees, to facility managers, and rail/firing range operators to writer/editors.

Safety of the workforce is administered through training, regulatory safety requirements and an active safety program. Our Industrial Hygiene department conducts hazardous surveys in the work places throughout the KMC and identifies ways to eliminate or mitigate hazards in the work place. The Occupational Health staff conducts periodic exams, reviews safety standards and issue equipment as required. Additionally, there are quarterly safety meetings with the Commander and other key staff agencies that review patterns of safety incidents and changes in safety standards. All key directors and supervisors have received hands-on risk assessment training.

#### **P.1.a (4) Major Technologies, Equipment, & Facilities**

Although the battalion has many of the systems required (described below) by DA to perform daily operations the senior leadership felt it necessary to identify areas of improvement in computerized techniques and will incorporate them into our strategic planning process along a modernization time line.

Technologies used by our unit include: computers, Internet, email, video teleconferencing, high tech veterinary medical equipment, point of sales systems, security systems, software management systems (CYMS, TLMS, Food Trak, SGATE, SITES), SIPERNET, NIPERNET, UCAS, ATARS, SECURE FAX, multimedia projectors, digital camera's, scanners, TOPS system, PTOPS, Gates, Defense Property Accountability System (DPAS), Offense Reporting System 2 (ORS-2), AlcoTest 7111, Falcon Radar Gun, SATS 4.1, and the Army Records Computer Information System (ARCIS) and a new distant learning center.

Our unit's property book maintains equipment and supplies of 47 million dollars. Here are some of those items that make up this property book: training aids, simulation systems, multi integrated laser engagement system, Weaponeer, and remote operated target lifters, computers and vehicles.

Our Life Support facilities include 4 Child Development Centers, 3 Gymnasiums, 2 fitness centers, After School Care Center, Youth Teen Center, Army Community Service Center, 3 libraries, 3 value-added tax offices, 3 Clubs and a lounge, Snack bar and conference center, Central Processing Facility, income tax center, 4 dining facilities, photo studio, personnel support center, air and ground bus shuttle service, community property book office, centralized equipment point, financial management/budgeting cell, Transportation fleet, POV storage center for deploying soldiers, Fire station, outdoor recreational

center, 2 chapels, family life center, community park complex, 3 auto crafts and car service centers, small arms range, NBC chamber, training support center, in-processing training center, central processing facility, 4 education centers, car wash, mini storage area, driver's testing office, recreational travel service, 2 AAFES Gas stations, commissary, base exchange, two USO service centers, Hospital, 3 dental and two medical clinics, civilian personnel office, 4 mail rooms, veterinary service clinic, central issue facility and a force projection platform.

#### **P.1.a (5) Regulatory Environment**

The operational environment in the BSB falls under a myriad of regulatory directives from DOD, DA, USAREUR, 26<sup>th</sup> ASG, and USAFE regulations (AFI 31 series) for base operations.

Air Force, Host Nation, and Army regulations are used to synchronize operations and create a congruent relationship in the KMC and overseas environment. The Status of Forces Agreement (SOFA) provides guidance on how we work with local nationals, entitlements, employment benefits, and the legal rights of American citizens. As an active Army proponent stationed in Germany, certain laws must be adhered to: citizenship, neighborhood practices, environmental management, construction/design criteria, and mutual aid during local community crises. Additionally, we operate under DODI, Military Child Care Act, Public Laws, OSHA, ADA, NAEYC /NSACA accreditation, Army regulation 215 series, multi-service agreement, Inter Service Support Agreements, Local MOAs, accreditations for SIPRNET, force protection, Central Forces Europe (CFE) Treaty, Management Control Processes, and consumer product regulations. Activities of the Unit Movement Teams are governed in AR 165-1, DA PAMs and Field Manuals.

Our financial posture is governed by two distinct regulations: Appropriated Funds that is congressional mandated operational dollars, and the non-appropriated fund that is locally generated Morale, Welfare and Recreation revenue.

The use of products and services in DCA is governed by MWR regulations; and, other directorate services are governed by their respective local regulations for operational control.

#### **b. Organizational Relationships**

##### **P.1.b (1) Key Customer Groups**

Our customers include but not limited to the 29 units within the KMC with the 21<sup>st</sup> TSC as the largest of these customers. Other key customer groups include active duty Army/AF, AAFES, DeCA, NAF and APF civilians, retirees, commanders, spouses, family members, and DODDS civilians and contractors.

The services we provide reflect the diversity of our customer base and the degree of reliance upon various customer needs.

Our major market service area is the KMC, which includes all Army installations: Landstuhl, Kleber, Daenner, Panzer, Miesau, Pirmasens, Rhine Ordnance Barracks, Kaiserslautern Industrial Center, Pulaski Barracks and the Satellite Communications Site. However, our mission is to provide logistical support to designated units in the KMC that include 5 Air Force installations, in addition to the 10 Army installations.

##### **P.1.b (2) Most Important Suppliers & Dealers**

Our suppliers sometimes take on an appearance of our customers; one such group is the Overseas Deployment Training

(ODT) units. They are an important supplier of services to the community, working in our hospitals, performing minor vertical and horizontal construction projects that would be difficult to fund without diverting resources from major projects, and by contributing countless man-hours to renovation and construction of facilities, infrastructure, and health services.

Our base maintenance contract provides excellent service with minor construction, utilities, facility and ground maintenance, snow/ice removal and administers the “Best Barracks” program.

Quarterly, the Installation Coordinators Board meets with our customer base to validate the quality of services performed by the contractor, since the contractors’ profit is awarded based on performance of services/product deliveries. The Award Fee Board meets semi-annual to determine the amount of the award.

As the AF is our next-door neighbor/partner, the services we provide to the community are seamless to our customers. We share resources as often as possible to maximize resources and improve the quality of services.

Other key suppliers include Civilian Personnel (NAF and APF), DeCA, AAFES, DODDS, NAF warehouse, contracting in ROB and Seckenheim, local private businesses, DOL, 26<sup>th</sup> ASG, DRM, LPMC (medical), volunteers (e.g. ushers, teachers, home visitors, etc.), contractors (e.g. musicians, youth workers, etc.), USAREUR Staff, and the 86<sup>th</sup> AW.

Continual communication mechanisms include meetings, telephonic, electronic, written, and in-person communication, and self-assessments. Significant emphasis is placed on continuously improving communication with our suppliers. We are very cognizant that effective communication with suppliers is critical in order to be successful.

Finally one of our larger suppliers is the DPC. They supply us the soldiers from various destinations that process through the Deployment Processing Center. Although the soldiers are our customers for billeting, ground transportation and other quality of life services, the DPC is primarily a supplier, 24 hours daily, 365 days a year for real world missions.

The 415<sup>th</sup> BSB is a subunit of the 26<sup>th</sup> Area Support Group (ASG), USAREUR, DA, and DOD. The 26<sup>th</sup> ASG provides support services to include training, budgeting, policy, program management, TDY, marketing, and contracting services. Additionally, the 415<sup>th</sup> BSB reports indirectly to the 21<sup>st</sup> TSC and 86<sup>th</sup> AW on activities in the KMC area such as: inter-operational responsibility with community law enforcement, force protection, community events and programs, environmental concerns and host nation issues.

## P.2 Organizational Challenges

### a. Competitive Environment

#### P.2.a (1) Competitive Environment

In a joint community where your largest competitor is also a major supplier, partner, and stakeholder, competitive growth can be a challenge. Our competitive environment will become more challenging with the expansion of Ramstein Base Exchange mall, shrinking government resources, the convenience of internet services and host nation vendors courting our customers with similar American products and services. The MWR provides many of the same services and programs the Air Force does, so

we use good business practices to ensure that we generate funds that can be reinvested in our facilities, programs and services.

#### P.2.a (2) Determining Relation with Competitors

The principle factors that determine our success is strategic planning/execution, customer focus, and continual efforts toward process improvement.

Changes that affect our mission success include dwindling funds; activity based costing; changes in the budget process; and streamlining and centralization of functions. This changing environment in which we operate constantly requires us to be innovative and continually strive to find new, innovative ways to simplify and streamline processes.

### b. Strategic Challenges

#### P.2.b Key Strategic Challenges

Strategic challenges inspire innovative ways of providing services to our customers. We are a learning organization that takes every opportunity to expand our capability as a supplier.

Survey cards, command input, agencies, and other forms of feedback are evaluated and changed as appropriate to improve our services to improve our services for the customer. The Executive Steering Group is the forward-looking element of the organization and uses a strategic plan to lead the organization in identifying and managing change.

Our resources are limited, but every day we look for better ways of maximizing our efficiencies in the organization. However, the most significant challenge is building and maintaining a workforce that works as a team. In civilian industry, there is no requirement to rotate a percentage of the workforce every five years, a matter of policy in the military.

As the Army transforms into an organization to posture us for future confrontations, we are evolving as well. We have been able to maintain confidence in our employees that their future in the Army is secure (Figure: P2b.1).

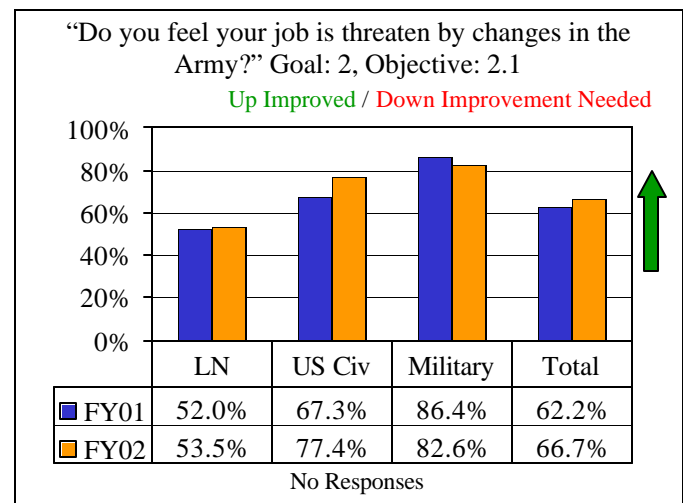


Figure: P2b.1

This October, we will transition to Central Installation Management (CIM); a system that will centralize base operation functions, realign our command and control structure and adopt business practices comparative to industry’s standards. This

strategy of providing community support will divest the base operations functions from the tactical commander domain in its entirety. We are already in the process of reorganizing and streamlining our Directorate of Logistics section and other areas in this command to gain efficiencies. This new concept of Base Operation Support will have little impact on this community, because our vision and environment pushed us in this direction.

### c. Performance Improvement System

#### P.2.c Maintaining Focus on Performance Improvement

We maintain focus by evaluating trends and relying on feedback from the community, Installation Coordinator Boards, community information forums and joint action groups.

We track performance and review processes against established standards and competitors, continually endeavoring to

develop plans and conduct monthly updates with higher headquarters leadership, and we utilize regular self-assessment processes to provide feedback to our strategic plans. The results of our self assessment and evaluation of the efficacy of strategic planning action steps enable us to continually readjust and take proactive and corrective steps to offset negative trends.

Performance standards are included in individual performance plans, systematic and regular review of standards and organizational goals are conducted.

The process of continual improvement and ACOE has been helpful to the organization in team building, refining processes, and identifying areas where we can improve in managing resources and open communication with internal and external customers.

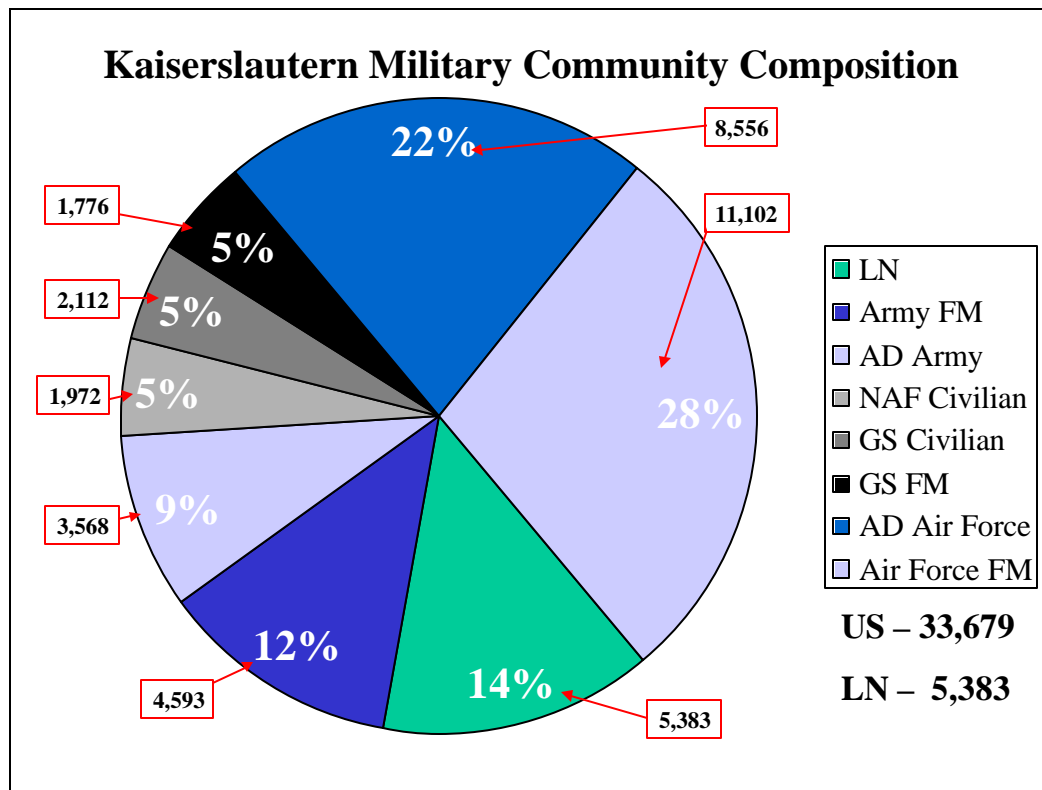


Figure: P2c.1

\*Due to retiree's mobility they are not represented in this data.

# Category 1.0

## Leadership

### 1.1 Organizational Leadership

### 1.2 Public Responsibility and Citizenship

## 1.0 Leadership

### 1.1 Organizational Leadership

#### a. Senior Leadership Direction

##### 1.1.a (1) Communication of Values and Expectations

The vision and goals of the Battalion Commander (along with input from the senior leadership) determine leadership within the 415th Base Support Battalion. That vision is based on Army values, (Figure 1.1.1) guidance from higher headquarters and the strategic plan. Battalion leaders state the mission, articulate the vision, advocate Army values and empower employees to accomplish the mission. Mission accomplishment requires a positive relationship between leaders and subordinates.

##### **VALUES**

**“Loyalty”** -- Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

**“Duty”** -- Fulfill your obligations.

**“Respect”** -- Treat people as they should be treated.

**“Selfless Service”** -- Put the welfare of the nation, Army, and your subordinates before your own.

**“Honor”** -- Live up to all the Army values.

**“Integrity”** -- Do what's right, legally and morally.

**“Personal Courage”** -- Face fear, danger, or adversity (Physical or Moral).

Figure 1.1.1 Values

Professional development is enhanced and strengthened through this relationship. Development begins with clear job descriptions, members' orientation, a system of negotiating goals and objectives using monthly developmental counseling and efficiency reports based on performance.

Because of our unique position in supporting Army and Air Force personnel and their families, the 415<sup>th</sup> has evolved into a diverse organization that takes direction from and thrives on our battalion's strategic plan.

The strategic plan was first developed in May 1999 to provide the battalion with a clear direction to accomplish the goals of service to the community. It is a living document undergoing continuous improvement, as mission needs change.

Each new fiscal year, our senior managers monitor and record new short-term direction, and adjust long-term goals using new command priorities, resource guidance and customer feedback; operating procedures are fine-tuned to reflect direction and project priorities.

Functional areas are exclusively dealt with to insure mid-level managers and employees understand and produce desired expectations and results. Senior leaders meet weekly to measure progress on short/long-term goals. Near-term priorities are assessed daily by senior management remaining involved to resolve issues affecting priorities.

The senior leaders foster a macro-management style, which empowers the key leaders to conduct daily operations to standards and reinforces individual responsibility for maintaining their areas according to regulation while serving as resident experts.

##### 1.1.a (2) Empowerment & Innovation

Senior leaders communicate goals, priorities, and performance expectations to develop a well-trained workforce that operates in a proactive environment and foster employees to think creatively.

Senior managers empower subject matter experts to make technical and administrative decisions using the latest technical training in their respective professional fields. By promoting innovative thinking we are able to move quickly to accomplish our strategic goals.

Our recognition and awards program recognizes employees who have exceeded their performance standards, and contributed to the successful execution of priorities (Figure: 7.3a(2).3 & 4).

Activity	Group Involved	Communicates Values	Communicates Performance Expectations	Communicates Performance Progress	Assesses Leadership & Organization
Staff Call	CMD Group / Directors	X	X	X	X
Battle Staff	Commander / Directors	X	X	X	X
Community Information Forum	Community / Staff	X	X	X	
Command Climate Survey	Community / Staff			X	X
NCO Professional Development	CSM / NCOIC's	X	X	X	
Officer/Civilian Professional Development	Commander / Officers / Civilians	X	X	X	
Executive Steering Group	Commander / Directors	X	X	X	X
In processing Training Center	Community / Staff	X			

Figure 1.1.2 Methods of Communicating Directions

Each section within the BSB provides the commander and senior leaders guidance on expected goals and is allowed to accomplish the mission without micro-management. Employees are encouraged and afforded the opportunity to attend related training. (5.2)(4) / (Figure: 7.3a(2).12).

The senior leaders communicate performance expectations through the executive steering group, staff calls, off-site conferences, award ceremonies and site visits. This enhances job performance, accountability, communication, feedback, creative ideas, and cross training to improve the unit's agility (Figure 1.1.2).

### **1.1. b Organizational Performance Review**

#### **1.1.b (1) Organizational Performance Reviews**

Organization performance reviews conducted at directorate level are briefed to the Commander, Executive Officer, and senior staff and reviewed during the Executive Steering Group meetings. This information is briefed to higher headquarters (26<sup>th</sup> ASG), 86<sup>th</sup> AW, the 21<sup>st</sup> TSC, and at regular staff calls and Senior Tactical Command briefings. (4.1a)

Organizational performance measured by directorates is evaluated by progress assessment on BSB short/long term priorities; customer feedback systems (IC meetings, BOSS program, community leadership, successful business partnerships with suppliers and stakeholders (contractors, contracting offices, AAFES, DODDS, DECA, LRMC, other government support organizations) and employee feedback. (2.2a(2))

During weekly operation/planning meetings we establish implementation plans, review progress, reevaluate our mission goals and requirements, and review our customer feedback to define the best way to communicate operational tasking requirements to subordinate units and directorates.

We routinely review and analyze comment cards to measure the level of performance provided to our customers. This tool assists in establishing short/long term goals in which results are communicated to the commander and directorates. (2.1a)(2))

The annual Army Family Action Plan Symposium is a grassroots process that allows community members the opportunity to make suggestions and provide recommendations for change to improve the quality of life for the total Army family. This process alerts senior leadership to "hot buttons" in the community for further action.

During the last three years appropriated fund budget execution has been 100%, based on our execution rate, the BSB has received additional funding from the ASG (Figure: 7.2a(1).4 thru Figure: 7.2a(1).7).

Over the last three years the 415<sup>th</sup> BSB leadership stepped up and accepted the challenge of improving its MWR profitability posture. Under the leadership of the BSB Commander and Executive Officer, an aggressive MWR profitability goal was established. That goal was simply – *"Become the most profitable BSB in USAREUR."* We have met that goal. The executive team determined that the only way resources would be available to improve MWR facilities, was to earn the dollars required the "old fashion" way (hard work and perseverance). A two-tiered strategic plan using the team approach was developed to maximize NAF income and also to judiciously invest potential profits. For example, facility managers submitted a spending plan

and projects were coordinated with the ASG construction foreman to obtain cost estimates.

The Financial Management Division performed a return on investment analysis; staff from all levels brainstormed for successful ideas. The ultimate objective was to develop a spending plan, which would provide for a combination of service to the customer, improvement to the program or facility and provide for a reasonable payback period. The results are depicted in Figure: 7.2a(1).2 the NIBD standard of 8% of total revenues and goal of 10% of revenues was surpassed. In FY01, these percentages translated into a \$673K NIBD. The aggressive team goal as articulated by the Commander was realized and the 415<sup>th</sup> BSB has indeed become the most profitable BSB in USAREUR.

The Child Youth Services Division, Army Community Services, and our Libraries uses the same strategic goal planning process to achieve its goals, although these areas are not dependent on the NAF budget.

Each fiscal year the DPW senior managers meet to chart new short-term direction, and adjust long term priorities. New command priorities, resource guidance and previously obtained customer feedback are used as the basis. Performance expectations for these short/long term priorities are realistically agreed upon and immediately deployed to all the DPW employees, Base Maintenance Contractor (BMC), and contracting agencies. All DPW Operating Procedures/Systems are fine-tuned to reflect proper direction and project priorities. Functional areas within the DPW are exclusively met with to ensure middle-level managers and employees are familiar with, understand and are able to produce the desired results. Any conflicts are resolved quickly. DPW senior leaders meet every two weeks to measure progress towards the short/long-term priorities/goals. Near-term priorities are assessed daily. Project engineers are constantly in contact with senior management to resolve issues affecting the priorities established.

Our senior leadership assesses success at weekly staff and unit training meetings and Quarterly Training Briefs (QTB) to review planning processes, reevaluate goals and resources, and make adjustments as necessary.

#### **1.1.b (2) Priorities for Improvement**

Performance findings are reviewed during weekly staff meetings to identify deficiencies. Based on findings, improvement guidance is deployed to all section supervisors. (5.1)

Through customer feedback systems and re-prioritization of project resources, the renovation of critical Quality of Life (QOL) facilities in our community is accomplished. These reviews have enabled completion of the following renovation projects: two libraries (Kleber/Landstuhl); Kazabra Club in Vogelweh; School Age Services facility in Landstuhl; Kleber/Landstuhl gyms/fitness centers and ROB Fitness Center; Landstuhl Community Combined Club; Miesau Racquetball Court; Landstuhl Shoppette; two 1+1 single soldiers barracks (132 spaces); Daenner/Landstuhl chapels; 500 square yards of hardstand throughout the community; continuous upgrade of Pulaski Park; 30 miles of new roads; new laundry facility at the Deployment Processing Center; ROB/Kleber DFAC offices; and interior renovation to Kleber Law/ Tax Center. (5.1)(1)

Using feedback received from the Better Opportunities for Single Soldiers (BOSS) members, a program was initiated to

upgrade/repair the bathrooms and showers and re-paint the barracks.

Using our employee feedback system, the command identified a need for safety inspection in all working areas; the results identified several safety findings that are currently being resolved. Additional priorities are established using regularly scheduled meetings and reviews. Two ongoing innovative programs that improve quality of life in the community are:

1. The use of Overseas Deployment Training units to perform engineering projects within the Kaiserslautern Military Community. The ODT units saved the BSB in excess of \$300K in labor cost.
2. The Best Barracks Program was organized with the BMC to instill a feeling of private ownership in single soldier barracks. Units can earn up to \$3000 for their unit funds if the barracks are well maintained.

### **1.1.b (3) Systems Improvement**

Leadership is continuously improving by utilizing PACD leadership reviews, feedback reports, self-assessments, IG inspections, Command Inspection Program results, and informal sensing sessions.

Performance review and employee feedback allows senior leaders to identify problem areas. In the case of our own employee survey, safety concerns were a prevalent issue. (Figure: 7.3a(2).16) Steps were taken to inspect and identify safety problems. Senior leaders are now doing the “right thing” by addressing these safety concerns. As a result leadership has improved, (Figure: 7.3a(2).17) and the employee survey was a significant part of the leadership system.

The quarterly Installation Coordinators meetings provide the commander and leaders valuable feedback. The unit commanders provide priorities on specific installations. In turn, the command provides feedback to the unit commanders on the environment, housing, project execution, stationing, fire prevention and issues from the previous IC meetings. This IC brief not only strengthens the tenant commanders and BSB leadership, it provides a forum for all sections of the battalion to receive feedback on their processes provided to our customers.

Finally, through counseling sessions (OER/NCOER), and civilian performance appraisals, personnel goals and objectives are identified, and corrective action taken as necessary; reviews are evaluated for desired results. Feedback from the soldiers offers leadership options on how to improve the mission from the lowest level. (Figure: 7.3a(2).18)

## **1.2 Organization Responsibility & Citizenship**

### **a. Responsibilities to the Public**

#### **1.2.a (1) Impacts on Society of Our Products & Services.**

Working closely with local community leaders to identify potential impacts that may affect the community, host nation regulatory requirements are reviewed for compliance to reduce risks to our natural resources.

In coordination with the Environmental Management Office (EMO) we created the Kaiserslautern Environmental Working Group composed of the City of Kaiserslautern Environmental Office, County and State of Rheinland Pfalz environmental leaders, US Air Force environmental managers, and US Army Center for Health Promotion and Preventive Medicine scientists.

This group exchanges information (environmental restoration project status and future joint projects) on critical environmental issues affecting our community. Environmental projects and design follow strict regulatory and legal requirements using the (German-American) Final Governing Standards (FGS).

Internally the BSB and EMO promote good citizenship through the quarterly Environmental Quality Control Committee (EQCC) meetings. EQCC members, tenant unit commanders, environmental coordinators, industrial hygiene scientists and preventive medicine engineers (soil/water testing) meet to exchange environmental project status, training, updates on standards, and status of Environmental Compliance Assessment System (ECAS) findings. (Figure: 7.4b.2)

Host Nation relations could be severely damaged if we are not sensitive to environmental concerns. To address these concerns the following items are in place to assist with communication.

The community has a mutual aid plan between tenant units, USAF, and local host nation authorities in the event of a natural disaster.

A noise abatement commission has been established between 86<sup>th</sup> AW, 415<sup>th</sup> BSB, and 236<sup>th</sup> AVN BN, and host nation authorities to discuss/resolve air noise issues.

Additionally, in cooperation with the host nation, AT/FP establishes perimeter clear zones, fencing of installations and property to maintain a desirable level of force protection.

Through the use of publications, web sites, broadcasts, speeches, staff meetings, team meetings, training, information forums, consumer forums, town hall meetings, and conference presentations, we communicate how our products, services, and operations affect the local society.

To identify, control and eliminate workplace hazards and employee risks, our Safety and Occupational Health Management conducts routine safety and facility inspections. (Figure: 7.4a(1).1) Industrial Safety manages programs to evaluate employee workplace stresses, safety hazards, control measures, and discrepancy correction. Additionally, our safety office participates in planning, set-up, and operation of community events, e.g. Special Olympics, Bazaars, Car Shows etc., to address public safety concerns.

Finally, the SOFA gives our U.S. Forces Police the authority to enforce laws and regulations in all locations frequented by Americans both on and off U.S. installations. However, in order to avoid an international incident, U.S. Forces Police coordinate all off post activities through the German Police Liaison located in our U.S. Forces Police station.

#### **1.2.a (2) Anticipating Public Concerns.**

As community leaders we are proactive in addressing issues that impact the general public. Through careful monitoring of our environment, partnership support, liaison meetings, proactive planning, media releases, and web sites we are able to identify and mitigate concerns in advance.

We look at every situation from a customer standpoint to alleviate problems before they arise, while accommodating our customers and the community as quickly as possible. (3.2b)(1)

We anticipate future concerns through participation in IC briefings, EQCC meetings, and the Kaiserslautern Community Working Council. Feedback from these forums is addressed in



future products, services and operations that enable our environmental office to positively forecast the future courses of actions affecting our host nation.

Our U.S. Forces Police provide first responder assistance to traffic accidents, medical emergencies and DUIs off post and secure the scene until the arrival of German emergency responders. This joint cooperation between the US and German authorities has shown a decrease in the number of DUIs, Drug Related Crimes, and Crimes against Property over the last several years (Figure: 7.4a(2).1 thru Figure: 7.4a(2).3).

The Command has re-established a quarterly battalion Occupational Safety and Health Council (OSH) as a forum for safety policies. Responsible for integration and tracking of risk management into all activities planning, it serves as a central body for leaders to coordinate safety activities.

This council has implemented a risk management analysis program applicable to all battalion operations planning. The primary phase of direct and mid-level training was implemented in FY 02. The second phase, application, is being incorporated into 3<sup>rd</sup> quarter FY02 operations planning. This proactive approach allows leaders to ensure safe actions and preservation of resources.

Prior to a council meeting an informal meeting is conducted by Safety, Fire Protection Services, Environmental Management, Industrial Hygiene, and our Occupational Health Nurse ensuring that all combined safety, health, fire, and environmental concerns are addressed.

As a result of these meetings the commander has identified child safety as a high priority. To this end, all CDCs are inspected quarterly by the BSB Safety Office, and any discrepancies noted are reported immediately to the CYSD for action.

### **1.2.a (3) Ensuring Ethical business Practices.**

Army values provide us guidance to ethical business practices, and our leaders enforce strict ethical standards of conduct backed by established regulations, policies and procedures. Through the use of mandatory training (sexual harassment/diversity) and EEO we have established ourselves as an ethical organization (Figure: 7.4b.5 & Figure: 7.4b.6).

Chaplains and their assistants (Unit Ministry Teams) throughout the KMC execute retreats and develop classes, which reinforce morals, values, and ethical conduct from a faith based perspective. UMT's go through extensive professional development training in ethics. This training is then multiplied throughout the community through UMT's who address ethical issues in a variety of settings from staff meetings to soldier/civilian training.

Employees in sensitive positions are required to attend ethics training, sign Statements of Good Conduct and financial disclosure statements yearly.

## **b. Support of Key Communities**

### **1.2.b Support & Strengthen Our Community**

The 415<sup>th</sup> BSB has worked very hard to reduce noise complaints from the Landstuhl civilian community. An environmental project was executed to curtail noise levels within the Final Governing Standards (FGS). These actions have emphasized the commitment of the 415<sup>th</sup> BSB to minimize the

environmental impact to our community, and strengthen our organizational responsibilities to the host nation.

Annually we enhance community support by hosting the German and American Special Olympics, which involves nearly 800 special, needs individuals and 1,500 volunteers. Additionally, the 415<sup>th</sup> is very active in supporting the Army Emergency Relief (Figure: 7.4b.7) and the Combined Federal Campaign (Figure: 7.4b.8). These two programs raise money for taking care of our own in time of personal emergency (AER) and taking care of people (CFC) wherever help is needed.

The 415<sup>th</sup> BSB BOSS Program has three pillars: soldier well being, community service and recreation and leisure. Community service ranks highest on accomplishments. BOSS Soldiers provide monthly support to the "BOSS Read to Me Program" where volunteers read to KMC students. A 415<sup>th</sup> BSB BOSS member was selected in the military category as the KMC Volunteer of the Year. BOSS won Best Installation, Small, (USAREUR and DA) and Best Event, Small (USAREUR and DA) in 2001 and received \$4,000 in awards for its impressive program.

The presence of God in the community is communicated through diverse worship opportunities, active family life programs, a proactive presence of chaplains through joint community activities, new youth ministry initiatives outreach, improved religious education programs and facilities.

The Army Community Service Foster Care Program, unique to overseas military communities, supports the entire KMC. When parents are unable to care for their children due to abuse, neglect or other serious issues, which put children at risk, the Foster Care Program provides immediate and high quality, 24-hour in-home care to children. In Sep 01, the Foster Care Program had 0 available certified foster care homes. Currently, there are 9 available certified foster care homes to meet the needs of the KMC (Figure: 1.2b.1). Also, the program is ready and available to respond should another BSB require assistance for emergency placement.

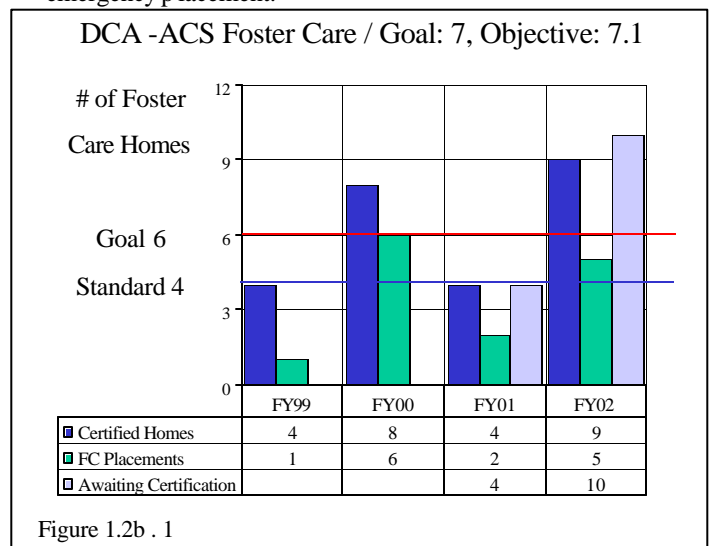


Figure 1.2b . 1



# Category 2.0

Strategic Planning

2.1 Strategy Development

2.2 Strategy Deployment

## 2.0 Strategic Planning

### 2.1 Strategy Development

#### a. Strategy Development Process

##### 2.1.a (1) Overall Planning Process

The 415<sup>th</sup> BSB uses a six-step process (Figure 2.1.a(1) 1) in developing its strategic plan. This planning process involves establishing a mission (updated annually as

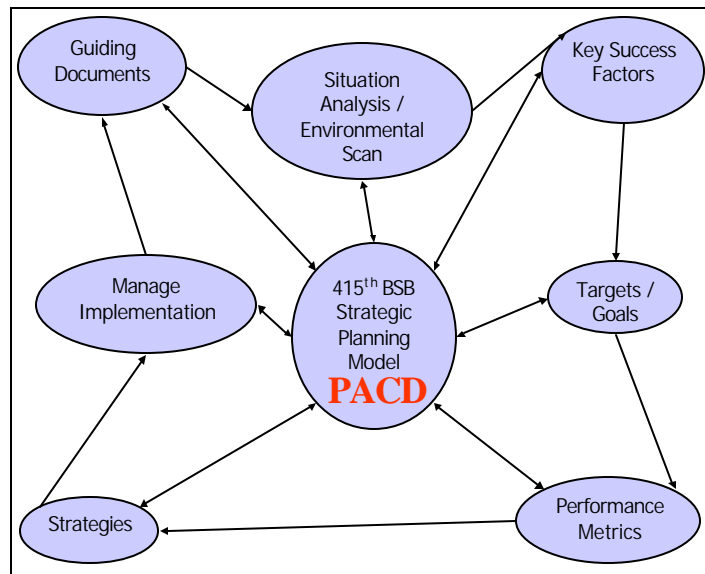


Figure 2.1.a(1) 1 \*All six steps of the Strategic Planning Model use the foundation of the “Plan, Act, Check, Do” model.

The 415<sup>th</sup> BSB started its formal strategic development process in 1999 when the 26<sup>th</sup> ASG coordinated a working group and a week long off site conference for the four base support battalions. Senior leaders from our battalion attended this conference (Commander, XO, CSM, DPW, DOL, DMWR, PAO, HHD, and TQM), in addition the leaders of the 411<sup>th</sup>, 293<sup>rd</sup>, 233<sup>rd</sup> and the representatives of the 26<sup>th</sup> ASG.

The working group conducted a “SWOT” analysis to address the external environment, clarified our mission and vision statements, developed guiding principles and planning assumptions, and used the SWOTs to establish key organizational drivers, goals, objectives, measurements, and key actions items. From these findings of the strategic planning conference came four Key Organizational Drivers (KOD): Readiness, Quality of Life, Resource Management, and Productivity Improvement. Each KOD has its own goal or goals, objectives, and action items. Each objective has standards, performance measurements and a three-color rating system red, amber, or green. After the development of the ASG strategic plan each battalion further refined their plan using input gathered in several different ways: reviewing higher headquarters mission statement, customer comment cards, sensing sessions, staff calls, process action teams, and interaction with suppliers, partners, customers, and the Executive Steering Group.

Strategic planning for the 415<sup>th</sup> BSB is an ongoing process and is sustained through our Executive Steering Group and the Battalion’s Charter (Figure: 2.1.a(1) 2). The ESG uses the strategic plan, Higher Headquarter directives, customer feedback, data analysis, supplier performance,

required), a vision, and setting directions for the battalion. An environmental scan of strengths, weakness, opportunities and threats, outlining short-long term plans (built into every action plan), establishing measurable goals and success indicators (Table 2.2a(4) 1), strategic development, regular review, and plan adjustment as environmental factors arise.

#### *The Strategic Planning Model*

**Guiding Documents:** Develop mission, vision, guiding principles, values, goals, and objectives.

**Situation Analysis/Environmental Scan:** Evaluate strengths, weaknesses, opportunities, and threats

**Key Success Factors:** Identify variables that will be necessary to achieve vision and differentiate the organization from major competitors.

**Targets / Goals (Performance based measures):** Set annual and longer-term targets based on history, competitors, customer needs, and benchmarking.

**Performance Metrics:** Identify major performance measures that look at past, present, and future trends.

**Strategies:** Develop and implement action plans to achieve targets set by each section with in the battalion.

**Manage Implementation:** Measure progress and make adjustments as required. (Return to Guiding Documents for Annual Review.)

management’s internal processes mechanisms, action plans, performance metrics reviews, and process evaluations to refine and apply the direction of the ESG.

#### **Executive Steering Group Charter**

- The 415<sup>th</sup> BSB Executive Steering Group (ESG) is responsible for defining the Battalion’s direction to Total Quality Management.
- The senior leaders using guidance from the Army Performance Improvement Criteria, civilian processes & philosophies, comparisons and benchmarking, and Higher Headquarters directives set the overall direction for institutionalizing Total Army Quality in the Battalion.
- The Executive Steering Group develops the strategic plan, establishes the framework for action plans, and defines performance measurements to verify goal accomplishment.
- These plans enable all members of the Battalion to focus on the directions set by the senior leaders and the accomplishment of our mission.
- The Executive Steering Group meets the last Monday of the month in the Battalion Conference Room at 13:30.
- Consensus Voting is used for all decisions; in the event of non-consensus the commander has final decision.
- The Quality Manager is a non-voting member, but is charged with the facilitation of the Executive Steering Group.
- Membership of the Executive Steering Group is subject to change by the Commander of the 415<sup>th</sup> Base Support Battalion.

Figure: 2.1.a(1) 2

**Current (Key Participants) Membership:** LTC Reid, Commander; Elaine Leist, Executive Officer; MAJ Lloyd, S 2/3; Fernando Ortiz, DOL; Jorge Blanco; DPW, CSM Porterfield; CPT Burton, HHD Commander; Joseph Podles, DCA; Brigitte deJesus, PAO; & Stephen Thomas, TQM/Facilitator.

Our strategic planning process founded on the PACD (Plan, Act, Check, Do) model applies to all areas of our battalion. Through the use of this model we have been able to aid the battalion in determining the best way to conduct business. Our key leaders, after developing the best way to achieve improvements in their sections, present strategic goals to the ESG for consensus approval. These goals are then categorized as near-term (less than one year), short-term (1 –3 Years), or long-term (3 or more years) and addressed as resources are allocated.

The individual directorates start their strategic planning process for each fiscal year (September, after receiving the formal feedback on ACOE submissions) by taking the 415<sup>th</sup> BSB strategic plan and using it as the foundation for developing supporting action plans. The supporting action plans use feedback obtained from the 415<sup>th</sup> ESG, Senior Unit Commanders in the KMC, IC, and other customers along with near/short/long term goals and plans, and 26<sup>th</sup> ASG resource guidance. Many areas in the battalion develop comprehensive short-term action plans as well as forecasting any adjustments to its long-term goals through the use of QTG, YTG, FM25-101, and FP Vulnerability Assessments.

In addition to the strategic plan, all areas use the battalion's strategic planning calendar, a two-year calendar that tracks all activities affecting the battalion and community activities. This calendar is used extensively throughout the battalion and the Kaiserslautern Military Community to reduce activity-scheduling conflicts and to provide more effective resource management.

The battalion's strategic plan is a dynamic document that is modified as the needs of our customers evolve (e.g. mission changes, deployments). Aligning long and short term plans and our mission statement consists of using input from customers, suppliers, and stakeholders. Prioritizations and adjustments are made to provide the highest and most effective level of support. Stakeholders identify their needs through forums such as installation coordinator meetings, staff calls, and One-on-One meetings with the Commander. The forums have a cross-sectional representation, thus ensuring that all stakeholders' needs are balanced within the strategic objectives.

#### 2.1.a (2) Ensuring the Planning Process Addresses Key Factors

##### Mission Statement

Provide Command and Control, Base Operations Support, Force Protection, and Reception, Staging, and Onward Movement [RSO] in Support of Contingency Operations, Conduct Area Operations and Support for the Joint Power Projection Platform; Enhance the Readiness and Quality of Life for the Total Force Within the Kaiserslautern Military Community [KMC] to Meet Ongoing and Future Requirements.

The goals and objectives in our strategic plan are based on mission requirements, the needs of the customer, the capabilities of our suppliers, and environmental factors. Since the strategic objectives are very broad at the ESG level, a continuous process using the action plans, program review, and metric milestones is used to prioritize and reallocate resources both fiscal and human. Throughout the process, strengths and weaknesses of the organization are evaluated and actions taken to minimize risks to personnel and property. Risk assessments, evaluation exercises, customer comment cards (internal/external) and inputs by staff all contribute to the identification of program strengths and weaknesses. For example, the BSB Directorates in Coordination with the BSB Safety Office conduct regular operational risk assessments to identify any shortfalls in battalion programs. These findings are then used to mitigate any risks or problems that may affect our ability to support our customers and or protect our employees.

After Action Reviews (AAR) are another tool utilized to identify planning needs for future operations. Feedback from participants, customers, partners, and suppliers is solicited and incorporated in the after action review process. This input is reviewed by activity participants and identifies all outstanding and negative contributing factors to completed operations. This information is documented, distributed, and used in future operations planning to improve the product provided to our customers.

Key to our strategic planning process is the use of technological advances to aid us in increasing efficiencies, providing better customer services, and providing means of data collection to identify and analyze trends. The 415<sup>th</sup> has an aggressive program of seeking out the latest in technology to maximize its personnel resource capability.

To take advantage of technological advances a Resource Technology Enhancement Team (RTET) (Figure:2.1.a(2) 1) was developed.

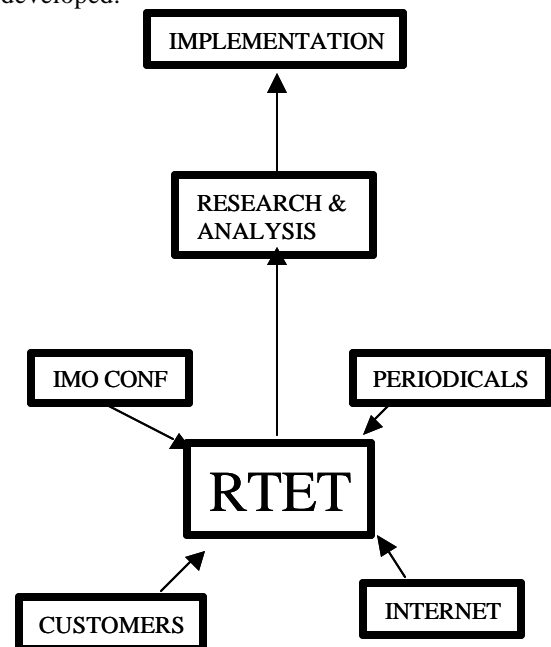


Figure:2.1.a(2) 1

The team consists of members of each directorate and the command staff, using a wide variety of sources to obtain information on the latest in technology. After proposing an idea, the team researches the practicality and feasibility of implementing the proposal.

To reduce and eventually eliminate the need for the IMO to personally check and update each computer in the organization, the 415th has incorporated the Internet Security Scanner (ISS) and the Hot Fix Program. These programs enable the IMO to perform updates, scans and fixes automatically. Other measures used consist of the Foreign National Screening Program which enables the S2 to check the background of Local Nationals working within the unit; the Central Operations Police Suite (COPS) which enables the PM to gather, query and analyze data; and the IM10 inkless fingerprinting kit which assist in expediting the S2's ability to fingerprint several personnel in a shorter period of time. These technological advances show how the battalion is incorporating automated technology into strategic planning to enhance customer satisfaction.

Customer requirements are identified in our strategic planning process by a variety of survey methods that enable us to satisfy the customer. This variety of "listening learning" forums and the Key Customer Groups identified in P.1b(1) are used to not only meet the customer's expectations, but to exceed them.

Some programs and services that resulted from this strategy include the new Speedy Lube oil change service, CYS Parent's Night Out program, the Landstuhl Hospital Appointment on site child care facility, and DPW's Installation Coordinator customer meetings. As a result some services (e.g. Speedy Lube) was so well received by the customers that they are now a benchmark and have been implemented at all battalions within the 26<sup>th</sup> ASG.

The planning process ensures that a full spectrum of influencing factors is addressed; environmental influences, trend analysis, need assessment and our future vision. This collaborative environment opens the way for consideration of innovative means to conduct business that optimizes the use of limited resources while providing maximum benefit to our customers. As issues are identified, solutions are created that allow the battalion to move closer to achieving its goal.

Brainstorming is used in meetings with key process owners, subject matter experts, partners, suppliers and customers. One plan as a result of the brainstorming (part of the CYSD Action Plan) is the CYS Installation Child/Youth Availability Plan (ICYAP)- a plan to increase the availability of childcare by maximizing utilization. This plan is updated formally once a year and modified as circumstances warrant. This plan includes a 5 year projection of needs, customer input, and creative problem solving to best meet customer demand.

Overall, the key to the battalion's planning process revolves around thinking outside of the box, maintaining an open mind, and seeking creative solutions.

## **2.1.b Strategic Objectives**

### **2.1.b (1) Key Strategic Objectives**

The below goals and objectives are the foundation for our strategic plan and the supporting action plans used by each section in the battalion. Timetables for the accomplishment of an objective will vary between each directorate, since each directorate has different action items affecting the outcome of any given objective. All timetables are reviewed annually by the ESG during the Strategic Plan Annual review process and each section after the ESG has accomplished its review.

#### **Key Organizational Driver: Readiness**

**Goal 1:** Continue to improve the 415<sup>th</sup> BSB's capability and capacity as a power projection platform and sustainment base.

1.1. Develop, resource and implement capital investment plans to revitalize or replace essential infrastructure and enhance BASOPS support and operations.

1.2. Deliver customer-valued BASOPS support that meets the present and future power projection needs of our customers.

1.3. Capitalize on existing and new technology.

**Goal 2:** Maximize the capability, effectiveness and job satisfaction of the workforce.

2.1. Hire, develop and retain a quality workforce that meets current and future needs.

2.2. Enhance the quality of the work environment.

**Goal 6:** Plan and execute Antiterrorism and Force protection (AT/FP) operations.

6.1. Standardize AT/FP requirements across all installations.

6.2. Provide C3 to the Anti-terrorism / Force Protection Team.

#### **Key Organizational Driver: Quality Of Life**

**Goal 3:** Provide quality BASOPS and MWR support to customers.

3.1. Provide required and customer-valued QOL programs and services.

3.2. Meet USAREUR Quality of Life Standards.

**Goal 7:** Provide joint, host nation, and community relations.

7.1. Standardize and centralize all inter-agency and host nation communications.

#### **Key Organizational Driver: Resource Management**

**Goal 4:** Manage resources efficiently and effectively.

4.1. Improve the effectiveness of BASOPS support and operations.

4.2. Accurately project resource requirements.

4.3. Become more proactive in environmental stewardship.

4.4. Improve BASOPS efficiency while maintaining customer satisfaction.

#### **Key Organizational Driver: Productivity Improvement**

**Goal 5:** Proactively manages change through Total Army Quality / Army Performance Improvement Criteria philosophy to ensure continuous mission success.

5.1. Assess and evaluate the 26th ASG Strategic Action Plan to incorporate ever-changing requirements.

5.2. Institutionalize continuous quality improvement as a key component of the organizational culture.

5.3. Develop and implement a customer satisfaction feedback management system.

Since our strategic plan was derived from the 26<sup>th</sup> ASG we show our organization structured around theirs, but we

found it necessary to make minor adjustments to fit our needs. Our goals and objectives are aligned, but individual action items and timetables may vary from area to area. The same is true for with each directorate when they establish their supporting plans.

The PMO's for example has a primary objective to reduce crime by working with host nation law enforcement. However, this is an ongoing process where it is difficult to determine completion dates.

### **2.1.b (2) Strategic Objectives and Challenges**

In our Organizational Profile section P.2 we start by stating: "In a joint community where your largest competitor is also a major supplier, partner, and stakeholder, competitive growth can be a challenge. Our competitive environment will become more challenging with the expansion of Ramstein Base Exchange mall, shrinking government resources, the convenience of Internet services and host nation vendors courting our customers with similar American products and services."

This expansion of Ramstein Air Force Base to the new Gateway to Europe entails a new process for the movement of all Army and civilian personnel throughout Europe. Requirements are being identified and will be added to our strategic objectives, as the full impact of the Ramstein expansion is identified. Rail and land transportation needs are being identified to ensure that new equipment requirements meet our needs for this expansion.

Another major challenge that will affect our strategic objectives will happen in October. We will transition to Central Installation Management (CIM); a system that will centralize base operation functions, realign our command and control structure and adopt business practices comparative to industry's standards. This strategy of providing community support will divest the base operations functions from the tactical commander domain in its entirety. We are already in the process of reorganizing and streamlining our Directorate of Logistics section and other areas in this command to gain efficiencies.

This new realignment will affect two major Key Organizational Drivers "Readiness & Resource Management." Although the outcome of this realignment is not fully known at this time we believe there will be little impact on this community and base operations.

In an effort to reduce crime and improve operation, we are working with the Host Nation German military police (feldjagers) to provide police patrols for remote work sites in Pirmasens; in the southern corner of the KMC, consequently, freeing up U.S. Forces Police to focus more patrols within the city of Kaiserslautern, where the majority of the American population is; this joint and innovative cooperation is helping to relieve our current personnel shortage.

## **2.2 Strategy Deployment**

### **a. Action Plan Development and Deployment**

#### **2.2.a (1) Development & Deployment of Action Plans**

Using feedback evaluation reports from the USAREUR's Army Communities of Excellence competition we developed

and deployed action plans throughout the battalion based on our strategic plan. To address how we were going to do this the Executive Steering Group determined that all areas of the battalion would develop, modify, and deploy action plans to all areas of responsibility and that these plans would align to the battalion's strategic plan. Presently there are over 20 individual action plans to support various operations throughout the battalion.

The next step for the development and deployment of these plans was to establish or modify metrics that would support the action plans and the overall strategic plans. These metrics would measure current customer service, customer usage, process management/improvement, AF/NAF financial expenditures, Individual Development Plans, training, promotions, awards/recognition, grievances, and overall well-being of the workforce. These and other measurements can be seen in Table 2.2a(4).1 with references to Category 7.

Based on the above guidance our key result areas, goals, and objectives are communicated throughout the battalion via pamphlets, staff calls, newsletters, e-mail, and web-based communications. Strategic objectives are then communicated to the lowest levels where resources are allocated based on the priorities set by the ESG, Directorates, the Commander, and guidance set in each action plan. Figure: 2.2.a(1) 1 represents the current battalion understanding of how strategic planning is incorporated into our daily operations.

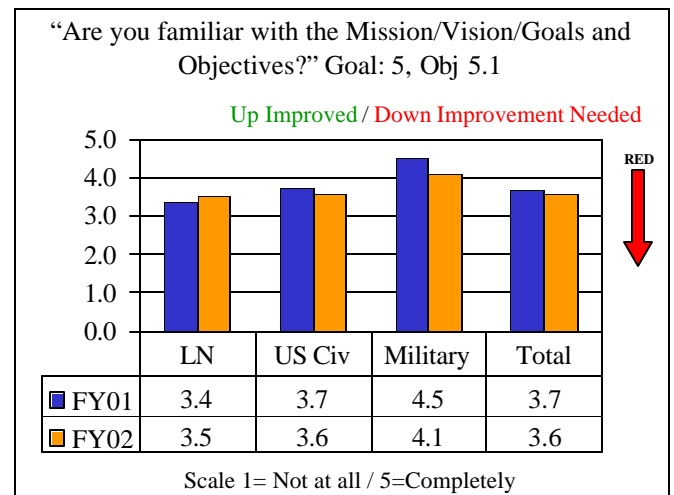


Figure: 2.2.a(1) 1 -- (Although there has been a slight decline from last year in the of US Civilians and Military, we have been able to increase the understanding in the largest population of our battalion – The Local German Workforce.)

Leadership in all sections has the responsibility for sharing and communicating the battalion's strategic plan. In Child/Youth Services three separate forums are held to develop action plans linked to the strategic plan. First, the KMC Youth Connection involves all partner/supplier agencies that support CYSD. An overview of the battalion strategic plan is discussed and a SWOT analysis is conducted focusing on youth issues. The second forum is the CYSD Synergy Session, which includes all CYSD employees. Again after an overview of the battalion plan, the CYSD staff is divided into working groups to develop supporting action plans. The final forum consists of the CYSD leadership team

developing a comprehensive plan linking all three forums together.

The directorates of DPW, DOL, DCA, and staff agencies all hold regular meetings with various managers and personnel to discuss, refine, improve, and modify action plans to keep them up to date. These meetings require several hours of preparation both prior to and follow-up afterwards. Each Director supports the process with personnel and resources to make it happen.

Once action plans are developed they are briefed to the senior leadership of the directorate and then forwarded to the Executive Steering Group for approval. All areas throughout the battalion use this method to establish objectives and allocate resources towards meeting their goals.

#### **2.2.a (2) Key Short-Long Term Action Plans**

Short and long-term action plans are based on our goals and objectives. Since they are founded on mission requirements, the needs of the customer and the capabilities of our suppliers, we must take into account different areas within the battalion.

The DPW short term action plan consists of development and execution of USAREUR MIPL, and LHS project lists; completion of QOL construction projects currently ongoing throughout community; completion of District heat and water privatization in Kaiserslautern East; obtaining additional resources to supplement current funding levels; resolving Environmental Compliance findings; continuing to provide quality Fire Prevention education for all customers; maintaining excellence with our support partner ITT FSG (Base Contractor); and resolving as many work area safety issues as possible.

The DPW long term action plan consists of privatizing all utilities (water, heat, sewage and electric); executing Military Construction Army (MCA) projects for our critical QOL Facilities; positioning the DPW to meet the personnel challenges of the 5-year rotation policy; and executing the new Deployment Processing MCA project.

Our plans and operation section (S2/3) aided by inputs from the Directorates reviews ATPF, WMD, Mutual aid plan, disaster response plan, inclement weather plan, Rail Operations SOP, NEO plan, Deployment plan, Installation Access SOP, and Physical Security plans to aid the battalion in the planning of support for our customers.

Other short / long term plans for the battalion are contained in our action plans, some of these include: DOL –

Current status of Property Book & Transportation functions, EEO – Pending case loads in KMC, TQM – Improvements in determining Customer Satisfaction, DCA – Increasing revenue generating activities and finally, CIM – Centralized Installation Management.

#### **2.2.a (3) Human Resource Plans**

During strategic planning and action plan development leadership ensures human resource needs are identified, by incorporating goals and objectives into Individual Development Plans.

The ability to maximize our human resources depends on the ability of our workforce to use quality enhancement tools and progressive thinking. Programs are in place to improve personnel training geared to aid leadership in selecting highly qualified personnel for current and future jobs based on our goals and objectives.

#### **2.2.a (4) Action Plans Performance Measurements**

Success indicators (Table 2.2a(4) 1) are identified in each action plan and aligned to current systems and reporting requirements to collect key data. The directorates use this information to conduct internal self-assessments to measure productivity and performance against established standards.

In addition to the metrics shown in Table 2.2a(4).1 the senior leadership uses the Commitment to Quality tool to look at the quality of youth programs, the Child Abuse Risk Assessment Tool (CARAT) to assess child abuse risk in child care centers, and the Early Childhood Environmental Rating Scale (ECERS) to assess the quality in child care rooms.

Other tracking measurements/indicators consist of the Joint Staff Integrated Vulnerability Assessment (JSIVA), USAREUR Assessment Teams, DPW Coordination meetings, Senior Tactical Commander's Conference, and the COPS computer program to track statistics on all criminal activities within the KMC.

### **b. Performance Projection**

#### **2.2.b Performance Projections for Measurements**

The 415<sup>th</sup> BSB has stated throughout category 2 that each area defines their plans as they reflect on the overall goals of the battalion. In addition to the individual plans current planning is underway to incorporate CIM and Force Protection concerns into our overall strategy.

<b>Goal</b>	<b>Objective</b>	<b>Performance Review</b>	<b>Category 7</b>	<b>Review Period</b>	<b>N/S/L Term</b>
<b>1</b>	1.1	DPW Budget Execution	7.2a(1).1	Annually	Short/Long
	1.1	Types of Misconduct	7.3a(2).13	Annually	Short/Long
	1.1	Civ Misconduct Action Taken	7.3a(2).14	Annually	Short/Long
	1.1	Civ Misconduct Adult/Minor	7.3a(2).15	Annually	Short/Long
	1.1	DOL-# Dispatch Vehicles	7.4a(2).13	Monthly	Near/Short
	1.1	DOL-Property Book Transactions	7.4a(2).17	Monthly	Near/Short
	1.2	Deployment Support Project Exec	7.4a(2).11	Annually	Short/Long
	1.2	Force Protection Project Exec	7.4a(2).12	Annually	Short/Long
	1.2	KMC AER Campaign	7.4b.7	Annually	Short/Long
	1.2 & 6.2	Combined Federal Campaign	7.4b.8	Annually	Short/Long
	1.2	DOL-CIF Issue, Turn-in, Exch.	7.4a(2).14	Monthly	Near/Short

	1.3 & 2.1	Training Trends & IDPs	7.3a(2).12	Annually	Short/Long
<b>2</b>	2.1	Workplace Issues...in a Timely...	7.3a(1).7	Annually	Short/Long
	2.1	CPAC Army Civ Attitude Survey	7.3a(2).3 – 11	Annually	Short/Long
	2.1	Concerns about Health, Safety...	7.3a(2).16	Annually	Short/Long
	2.1	Management Cares About...	7.3a(2).17	Annually	Short/Long
	2.2	Complaint Activity	7.3a(1).1	Annually	Short/Long
	2.2	Civilian Awards by Grade	7.3a(1).2	Annually	Short/Long
	2.2	S1, Awards	7.3a(1).3	Annually	Short/Long
	2.2	S1, Personnel Actions	7.3a(1).4	Annually	Short/Long
	2.2	Grievance/Complaint Procedures	7.3a(1).5	Annually	Short/Long
	2.2	HHD, EOCAS	7.3a(2).18	Annually	Short/Long
	2.2	Safety Surveys & Inspections	7.4a(1).1	Annually	Short/Long
	2.2	Civ Workforce Race & Sex	7.4b.5	Annually	Short/Long
	2.2	Civ Promotions Race & Sex	7.4b.6	Annually	Short/Long
	2.2	DOL-Personal Property Shipment	7.4a(2).15	Monthly	Near/Short
<b>3</b>	3.1	DCA-MWR Comment Card	7.1a(1).1	Quarterly	Near/Short
	3.1	DCA-Sponsorship Satisfaction	7.1a(1).2	Quarterly	Near/Short
	3.1	DCA-HMG NIBD	7.2a(2).1	Annually	Short/Long
	3.1	DCA-CYSD Staffing Trends	7.3a(2).1	Quarterly	Near/Short
	3.1	DCA-ACS Staffing Trends	7.3a(2).2	Quarterly	Near/Short
	3.1	DCA-CYSD Waiting List	7.4a(2).4	Annually	Short/Long
	3.1	DCA-Libraries Reg. Users	7.1b.2	Annually	Short/Long
	3.1	DOL-KP Mgt Meals Served	7.4a(2).16	Monthly	Near/Short
	3.2	DPW BASOPS IC Issues	7.1a(1).3	Annually	Short/Long
	3.2 & 5.3	Customer Comment Cards	7.1a(1).6	Annually	Short/Long
<b>4</b>	4.1	Soldier In-processing Time	7.1a(1).4	Quarterly	Near/Short
	4.1	DPW Service Order Defect Rate	7.4a(1).3	Quarterly	Near/Short
	4.1	TMP Vehicle Accidents	7.4a(2).6	Quarterly	Near/Short
	4.1	Report of Survey Lost Income...	7.4a(2).7	Annually	Short/Long
	4.1	DPW Agreements	7.4a(2).8	Annually	Short/Long
	4.2	ISR-Infrastructure/Overall	7.4a(2).9	Annually	Short/Long
	4.2	ISR-Services/Overall	7.4a(2).10	Annually	Short/Long
	4.3	ISR-Environment/Overall Rating	7.4b.1	Annually	Short/Long
	4.3	ECAS Findings Status	7.4b.2	Annually	Short/Long
	4.3	DPW HAZMAT Management	7.4b.3	Annually	Short/Long
	4.3	DPW Energy Conservation	7.4b.4	Annually	Short/Long
	4.4	DCA-NIBD to Total Revenue	7.2a(1).2	Quarterly	Near/Short
	4.4	DCA-NAF Financial Standards	7.2a(1).3	Quarterly	Near/Short
	4.4	Appropriated Funds Executed	7.2a(1).4,5,6,7	Quarterly	Near/Short
	4.4	DCA-Auto Skills NIBD	7.2a(2).2	Annually	Short/Long
<b>5</b>	5.1	Received Recognition...	7.3a(1).6	Annually	Short/Long
	5.1	Supervisor explained...415 <sup>th</sup>	7.3a(1).8	Annually	Short/Long
	5.2	Army Communities of Excellence	7.4a(1).2	Annually	Short/Long
	5.2	Army Ideas for Excellence	7.4a(1).4	Annually	Short/Long
	5.2	ACOE Score Comparisons	7.1b.1	Annually	Short/Long
<b>6</b>	6.1	PMO Drunk Driving	7.4a(2).1	Annually	Short/Long
	6.1	PMO Drug Crimes	7.4a(2).2	Annually	Short/Long
	6.1	PMO Crimes Against Property	7.4a(2).3	Annually	Short/Long
	6.1	PMO-Crimes Against Persons	7.4a(2).5	Annually	Short/Long
<b>7</b>	7.1	PAO	7.1a(1).5	Annually	Short/Long

Table 2.2a(4) 1



# Category 3.0

## Customer and Market Focus

### 3.1 Customer and Market Knowledge

### 3.2 Customer Relationships and Satisfaction



### 3.0 Customer Focus

#### 3.1 Customer and Market Knowledge

##### a. Customer and Market Knowledge

##### 3.1.a (1) Customer Determination

The 415<sup>th</sup> BSB customer base is determined by higher headquarters and geographical areas assigned. Units or

individuals that pass through our area supporting EUCOM and NATO missions are also integrated into our strategic planning process. Our customer segments include active duty military, family members, DOD civilians, DODDS personnel, retirees, tenant units, contractors, German Officials, NATO and higher headquarters. (Table 3.1.a(1) 1)

<b>KMC TENANT UNITS / CUSTOMERS</b>		Real Estate Office	B Co, 226 <sup>th</sup> Med
HQ, 21TSC	5 <sup>th</sup> QM Co	CPAC-K	HHD, 226 <sup>th</sup> Med
HHC, 21 <sup>st</sup> TSC	Kaiserslautern Reserve Cnt	5 <sup>th</sup> MP BN (CID)	275 <sup>th</sup> Eye Tm
200 <sup>th</sup> TSC MMC	USAFE CONS LGCZC	51 <sup>st</sup> MED Det (Vet)	544 <sup>th</sup> Head/Neck Tm
6966 <sup>th</sup> CSG (TDC)	ITT/FSIC	Ind Hygiene/Occ Health	93 <sup>rd</sup> Neurosurgery Tm
AMC	DQA, GSC-E	KMID	212 <sup>th</sup> MASH
37 <sup>th</sup> TRANSCOM	330 <sup>th</sup> SPT CTR (ROC)	AAFES	6966 <sup>th</sup> CSG
1 <sup>st</sup> TMCA	313 <sup>th</sup> SPT CTR (ROC)	29 <sup>th</sup> SG	LRMC
39 <sup>th</sup> TRANS BN	793 <sup>rd</sup> MVT CNTL (REG)	HHD, 29 <sup>th</sup> SG	TRP CMD LRMC
HHC, 37 <sup>th</sup> TC	1177 <sup>th</sup> MVT CNTL TM (Port)	64 <sup>th</sup> Med Det (VS)	Co A LRMC
66 <sup>th</sup> Trans Co	90 <sup>th</sup> POSTAL CO	230 <sup>th</sup> MP Co	Co B LRMC
Vise Media	KCAC	5 <sup>th</sup> MP BN (CID)	86 <sup>th</sup> MDS (LRMC)
15 <sup>th</sup> Trans	GSC-E	5 <sup>th</sup> MT Co	Landstuhl Air Evac (AF)
KL-RFAO	KIC	KSLN CID	MEDCOM RFAO, EUR
HHC, 1 <sup>st</sup> TMCA	DPI M130	DFRE Petroleum Lab	USACPPM -EUR
HHC, 39 <sup>th</sup> Trans BN	DRMO-K	USAFE CONS	DENTAC-L
Det C, 90 <sup>th</sup> PSB	SAK	5 QM Det	USAMAA-E
MCT	MAK	251 <sup>st</sup> TC Co (Prov)	CCC
200 <sup>th</sup> TSC MMC-DRM	USAMMCE	DSCS Station (SATCON)	160 <sup>th</sup> FST
Det C, 8 <sup>th</sup> FIN BN	DCS/Autodin Station	236 <sup>th</sup> Med Det (AA)	Blood Donor Cnt
6966 <sup>th</sup> CSG	TMDE Support Center	C Co, 1 <sup>st</sup> SATCON BN	464 <sup>th</sup> Med Co (DS)
RSC-Kaiserslautern	Pulaski Dental Clinic	HQ, 191 <sup>st</sup> ORD BN	Vet Lab Europe
DFAS-Army	560 <sup>th</sup> MP Plt (Customs)	HHD, 191 <sup>st</sup> ORD BN	Families
Law Center	SFCU	23 <sup>rd</sup> Ord Co	Retirees
Kleber Dental Clinic	Corps of Engineers-K	226 <sup>th</sup> Med Bn	
Red Cross	Stars and Stripes-K	A Co, 226 <sup>th</sup> Med	<b>Table 3.1a(1)</b>

Through the use of aggressive advertisement, marketing, competitive surveillance, usage assessment, market analysis, and mission assignments we have been able to increase the number of customers from our customer segment base.

##### 3.1.a (2) Listening and Learning

Listening to and learning from customers is the key to delivering a higher level of service. Senior leaders have reliable internal and external communications capable of collecting information on installations. The internal and external means in which we listen to our customers include but are not limited to: (See Table 3.1.a(2) 1)

<b>Activity</b>	<b>Frequency</b>	<b>Customers</b>
Cmty Info. Forums	Monthly	All
Focus Groups	As Needed	All
Market Surveys	As Needed	All
Commander Action Line	As Issues Arise	All
Unit Service Coordinators	Monthly	All
Boss Council Meeting	Bi-monthly	Single Military Members
Cmdr Open Door	As Issues Arise	All

Vol. Advisory Council Mtg	Quarterly	All
AFAP Forums	Yearly	All
Employee Exit Survey	As Required	Exiting Employees
Parent Advisory Board	Monthly	Family Members
Noise Abatement Commission	Semi-Annual	Host Nation
KCWC	Quarterly	Host Nation
Host Nation Issues Council	Monthly	Host Nation

Table 3.1.a(2) 1

As an initiative in FY 2002, we began using our customer comment cards as generic survey instruments at our forums. All customers present will be asked to complete cards at all our forums in order to provide feedback on whether a forum is adequate or appropriate. These initiatives and current market survey results and analysis will further assist us in marketing decisions based on projected customer needs.

The BSB meets quarterly with customer representatives such as ICs to exchange information on status of services to provide insight to customers' needs. Daily call-ins, office calls, and site visits to customers (many are senior military & host nation officials) provide constant up-to-date information.

Information gathered from customer comments on the quality of services and equipment are relied upon to determine our priorities, develop programs and justify budget submissions for purchasing decisions. Customer comment cards measure the level of customer satisfaction, while semi-annual boards comprised of the customer representatives and the 415<sup>th</sup> BSB commander assess the level of performance provided. Comment cards are used extensively in several areas as a tool to monitor the pulse of programs. This tool is used extensively in the DCA area to listen to customer desires, wants, and concerns (Figure: 7.1a(1) 1).

Feedback on how we meet the needs of the customers is also provided by: Newspapers, AFN, Hometown News Center Surveys, website, after action reviews and outside agency assessments e.g. JSIVA, IG, CIP USAREUR Red Team and USAREUR ATPF.

Periodically, the BSB solicits feedback from customers through surveys to detect their perceived needs and

expectations for programs and services. In addition, we use quality control surveys of existing programs and survey newcomers on their perceived needs. For example newcomers are asked about their perception of the Sponsorship program (Figure: 7.1a(1).2).

The BSB holds an annual Army Family Action Plan Symposium where delegates from the community representing our various customer segments help to identify issues and concerns for these diverse customer groups. Senior leadership is briefed on prioritized issues from each of the working groups and a community action plan is developed. Regular updates are provided to customers through electronic mail, local newspaper, and leadership forums throughout the year on progress made to resolving concerns and issues raised at the forum.

### **3.1.a (3) Listening and Learning Current**

Table 3.1.a(3) 1 – Key Services provided to the community.

<b><u>Key Services Provided</u></b>	Dining Facilities	Photo Studio
	Drug Abuse Resistance Education (DARE)	Photography Services
After School Care Center	E1-E4 Free Child Care Program	Physical Fitness & Personal Care Services
Airport Shuttle	Educate In Family Life	POV Storage Center For Deploying Soldiers
Army Community Service Center	Educational Centers	Private Organization Support
Army Family Action Plan	Employment Readiness	Recreation Equipment Rental
Army Family Team Building	Ethnic Observances	Recreation Travel Services
Auto Repair Services	Family Life Center	Religious Support
Automotive Self-Help Repair Advice	Family Readiness	Relocation Readiness
Bowling Center	Financial Management / Budgeting Cell	Safety Support
Bus Shuttle Service	Financial Readiness	School Liaison
Command / Public Information	Fire Station	Senior Tactical Commander's Conference
Commercial Sponsorship	Food Vouchers	Special Openings and Surge Child Care Options
Car Storage Service	Force Protection	Speedy Lube And Tire Services
Catering Services	Host Nation Liaison/Support	Speedy Prep: Vehicle Preparation / Detailing for shipment
Central In And Out Processing Center	Information And Referral	Speedy Wash
Central Processing Facility	Installation Coordinator Councils	Sustained Support Operations
Centralized Equipment Point	Library and Internet Services	Towing Service
Centralized Pre-Deployment Processing	Literature	Traffic Management
Chapels	M16/M9 Range	Training/Training Aids
Child Care Services (Hour, Day / Part-Day Preschool)	Mail Rooms	Transportation Fleet
Child Development Centers	Medical And Dental Clinic	Unit Fund Support
Child/Youth Central Enrollment/Resource and Referral	Military Security	Unit Level and Intramural Sports Programs
Civilian Fitness Program	Mini-Storage Service	Value Added Tax Relief
Clubs and a Lounge, Snack Bar and Conference Center	Mobility/Deployment	Veterinary Services
Community Information Forums	MWR Marketing & Advertisement	Volunteer Coordination
Community Park	News Reporting	Youth Ministries
Community Property Book Office	Outdoor Recreational Center	Youth Services: Teen Programs, School Age Services
Conference, Facility Rental, and Catering Services	Personnel Actions	Youth Teen Center
Counseling	Personnel Support Center	<b>Table 3.1.a(3) 1</b>

The 415<sup>th</sup> BSB uses test marketing, trial and error, consultation of professional trade journals, and analysis of customer feedback to design and/or redesign products for the customer. One successful strategy used by the DCA is to evaluate the successes and failures of services and programs offered by other BSBs. The 415<sup>th</sup> works to implement improved and adapted programs to meet customer desires and demands to make programs more successful and profitable than other BSBs.

New initiatives are evaluated using a three-step process. After market analysis is performed and the decision to implement is made, then the first step is to give the initiative a reasonable trial period. During the trial period, the second step is to analyze data and results to assess customer acceptance with the value created. Finally, an overall assessment is conducted and the decision is made to continue or cease the initiative.

For example, the DCA has developed and initiated a “Car Wash Program” at its Auto Craft Center, where after five paid car washes, the customer gets one free. The club system offers free shows and is aggressive in securing DA sponsored shows for the community. Several other promotional products and services are implemented, focusing on building customer relations, as well as profitability. Customer service training for all DCA staff is included in our orientation program. We also provide ongoing updates to our front line staff using a variety of training methods i.e. workshops, role playing, etc.

Community and Unit Needs Assessments are required for Army Community Service programs as part of the accreditation criteria. Programs are developed and marketed to specific groups based on their individual requirements. All ACS classes and programs solicit customer feedback through evaluation forms. Feedback is used to implement program improvements and meet the needs of target audiences. For example, a private organization provides funding to pay for childcare for Army Family Team Building classes, allowing many military spouses to attend who may not otherwise be able to participate.

While new initiatives are not always successful, our philosophy is to be aggressive with implementation of new initiatives and improve/hone and expand initiatives, which prove successful.

“Listening & Learning” is consistently encouraged in staff meetings, taught in training venues, and used to determine the needs and directions to improve our listening skills in all directors and special staff sections. Additionally, the majority of staff elements use customer comment cards to evaluate listening and learning methods.

The DPW reviews the issues received from the quarterly meetings and looks for the ones that are common to each customer. We evaluate the trend of how many issues that are received per quarter from all representatives and the number of issues resolved within a specific period (Figure: 7.1a(1).3). Customer comment cards are analyzed and used at the semi-annual award fee board to aid in scoring trends in improvement areas.

The BSB incorporates all of these methods to build relationships with customers. All directorates use customer

comment cards are located at all facilities. Additionally, the BSB website has a link for customer comments. This allows the customer to submit comments and receive feedback electronically.

### **3.2 Customer Relationships and Satisfaction**

#### **a. Customer Relationship**

##### **3.2.a (1) Building Relationships**

Through the use of surveys and feedback we address issues of concern to our customers. This positive approach builds good relationships with current customers and fosters relationships with potential customers.

The battalion uses several methods to build relationships with customers. The DPW publishes a customer support guide, holds quarterly meetings with customers to discuss issues or priority requirements. Many of our directorates and staff offices have web sites customers can access. The DCA makes it a point to personally contact customers who submit a negative comment card. To educate and foster better relations with the younger members of our community we provide the DARE program, McGruff the Crime Dog, and Child fingerprinting. These practices enhance and build customer relationships.

We provide in-processing training to newly arrived soldiers and their families which leads to a positive future relationship. Relationships are also built initially by the image the BSB staff, during initial briefings at the In-processing Training Center (Figure: 7.1a(1).4). The BSB staff presents a warm, caring, and approachable organization that provides enjoyable activities, that are relevant, and utilized by people. Building these relationships happens with every contact made by our staff and the customers we serve.

##### **3.2.a (2) Determine Customer Contact Requirements**

To maintain liberal access to customers we use several other methods. For example: liaison meetings, community assessment needs, surveys, customer comment cards, and letters to the editor. The PAO publishes features and articles in the local media.

To educate the community on our services and capabilities we utilize newcomer’s briefings, host nation orientations, community information forums, and community special events.

Because customers vote with their feet we compare attendance data with our competitors and benchmark against other BSBs.

We maintain a customer “open door” policy and encourage facility managers to solicit feedback and commentary. By conducting marketing surveys, focus groups, comment card analysis and advisory boards, such as the Child/Youth Parent Advisory Boards, we involve the customer in our ongoing self-assessment and improvement plans.

##### **3.2.a (3) Complaint Management Process**

Our complaint management process includes an open door policy, CPAC management employee relations, customer feedback and on the spot corrections.

Action-Line complaints are registered, evaluated, and forwarded to the appropriate agency (Army/AF) for resolution. A response is given within 72 hours. Selected cases are published in the community newspaper under the "Commander's Action Line" column (Figure: 7.1a(1) 5). In addition to the action line, the 415<sup>th</sup> BSB has implemented a customer comment card feedback program.

The thrust of the program is to actively determine to what degree the customer is satisfied. This measures the trend of customer satisfaction, and serves as an idea gathering tool.

The metric (Figure: 7.1a(1).1) illustrates that customer satisfaction within the DCA is measured by one of four ratings; excellent, good, fair or poor. Percentages for each rating are computed and graphed quarterly. Each quarter is graphed adjacent to the previous quarter to clearly identify a positive or negative trend. Results are graphed against a predetermined standard and goal. This process provides an excellent overview for the DCA to determine how the directorate is serving the customer's needs and to determine whether customer satisfaction is increasing or decreasing.

Leadership is cognizant of the need to respond promptly to customer concerns. In the DCA, front line staff noted that the old system of having comment cards sent directly to the director and then sent back down through the chain of command resulted in a two-week delay. Many of the suggestions/complaints could have been resolved on the spot. The comment cards are now handled at the lowest level but still forwarded to the director for review. The new system allows effective resolution of customer concerns.

The DCA organization, the proponent for business, recreation, and children and youth programs, routinely uses benchmarking to measure customer satisfaction. Since customer satisfaction can be related to how a process is utilized, it can also be related to the measurement of comparing program sales/revenue figures against other BSBs, budgets and previous years data. The DCA uses these to assess program popularity with its customers. Sales and profit figures are often compared to industry benchmarks. For example, night club sales per capita figures are compared to industry sales per capita figures (Figure: 7.2a(2).1).

The DPW uses customer comment cards for routine service (Figure: 7.1a(1).6). Quality assurance evaluators provide customer input. Customers can call any management level for resolution. All managers are empowered to resolve complaints within their areas of responsibility. Data is kept on all routine services and complex service complaints are discussed either formally or informally with senior management.

The BSB is continually seeking new ways to improve satisfaction through the use of trade and professional journals, guidance from the regional contracting office, and through their better business practices program with local businesses. These improvement methods enhance our customer relationship and enable us to address future products and planning.

Customer concerns are responded to in a timely manner, and our employees are continually seeking out better ways to meet the customer's changing requirements. Constant review of the feedback methods, data, trends, and inputs from the

individual directorates and their staff allows us to pursue improvements in satisfaction levels.

#### **b. Customer Satisfaction Determination**

##### **3.2.b (1) Determining Customer Satisfaction**

There are many avenues provided to the customers; the commander's hotline, the executive steering group, or to the Directorate for immediate answers and resolution.

Additionally, through personal contact with customer representatives, units, organizations and individuals' satisfaction levels are determined. The results of the customer comment cards provide information on routine services. Formal meetings and boards also provide forums to determine levels of satisfaction.

The BSB conducts several customer surveys annually. Customers are asked to rate existing programs using a five-point scale (1 = worst, 5 = best). Data is analyzed and survey results are discussed with the appropriate Directorate on the broadness, availability, and usefulness of all the programs and services in the KMC.

##### **3.2.b (2) Customer Follow-up**

The customer receives immediate feedback to their complaints from the employee delivering the service. This immediate follow up builds a base for trust between the employee and the customer. The employees are empowered to resolve the problem, but if they (the employee) find it necessary they maintain open communication to higher headquarters for review.

Finally through written correspondence, email, telephone contact, Command Inspection program review or customers' calls, we are able to follow-up on the customers concerns.

##### **3.2.b (3) Obtaining Customer Satisfaction Information**

Customer surveys, comment cards and meetings with the customer give us the indicators of customer satisfaction. The BSB analyzes this along with sales trends, usage data and assessments of customer satisfaction. Since one of our goals in our strategic plan is to not only meet but to exceed customer expectations we encourage feedback from satisfied customers. In the DCA one of our surveys asks "How Can Our Youth Sports Program Serve You Better". We are continually looking for ways to make our services better, to create new programs and services, and to make existing programs and services more accessible.

##### **3.2.b (4) Keeping Approaches to Customer Satisfaction Current**

Our relationship with the customer is not only to provide a service, but also to tailor that service to the individual or groups needs. The DPW charts the trends of complaints, verify compliance with quality of life standards and use better business practice standards from the regional contracting offices. Our quality management structure includes individuals from every customer base within the organization. Comment cards, customer surveys and other forms of communications allow our customers to determine whether our processes meet their requirements.

# Category 4.0

## Information and Analysis

### 4.1 Measurement and Analysis Of Organizational Performance

### 4.2 Information Management

## **4.0 Information and Analysis**

### **4.1 Measurement and Analysis of Organizational Performance**

#### **a. Performance Measurement**

##### **4.1.a (1) Data Gathering**

Each directorate has its own methodology for gathering and integrating data based on its unique business needs; these needs are aligned to the strategic plan from start to finish. The various measurement tools are provided by higher headquarters and regulations and then are fine-tuned to meet the needs of each operational activity.

Decisions are made from the information received through our customer feedback mechanisms such as comment cards, informal evaluations, hotline calls, etc. Additionally, information and data are gathered and integrated throughout the directorates to improve service to the customer. Situational reports of ongoing functions are provided weekly to senior leadership, and other data is constantly analyzed and decisive actions taken to offset negative trends.

In DCA, NAF financial data is collected from each activity through the Management Information System (MIS) process. Situational Reports of ongoing functions are provided weekly to senior leadership. Individual MWR branches use After-Action Reports, Top Ten reports, and continuity books that provide historical and statistical data and reference points. A suspense tracking system is in place within the DCA, the battalion strategic calendar, and the Installation Progress Review (IPR) are also used in the decision-making process.

DPW compiles data from the automated Integrated Facilities System as work waiting accomplishment, work in various stages, and work completed. Resource data is tracked daily including manpower and materials to determine what work can be performed. The quality council team meets weekly or as required to discuss work projects and designs. Work requests are submitted and coordinated by one point of contact on each installation. This gives installation commanders and their staff overall responsibility for prioritizing work requests and ensuring quality control of requested services or products before submitting requests to DPW for execution. Once a work request is submitted, a cost estimate is completed, funding approved, and the project is programmed for execution.

The Provost Marshal Office collects raw data on all daily customer service issues; the police blotter covers daily actions taken by patrols and investigators in relation to law enforcement. This report is distributed to local commanders and higher headquarters to give key leaders real-time updates on administrative and criminal activities. Actions involving soldiers, family members and civilians are forwarded to local commanders or the civilian misconduct board for action (Figure: 7.3.a(2) 13, 14, 15). By regulation, quarterly information on crime statistics is gathered from Central Operations Police Suite (COPS) and compared against earlier community statistics (Figure: 7.4.a(2) 1, 2, 3). Community input from the Army Family Action Plan Symposium (AFAPS) and Senior Tactical Commanders' Conference (STCC) is discussed with the Operations Section and 569<sup>th</sup> USFPF leadership at weekly meetings. If a solution is feasible, changes in SOPs are implemented and daily instructions are disseminated throughout the BSB.

##### **4.1.a (2) Selection and Alignment of Data**

As there are a wide range of activities and functions, we select appropriate metrics that enable us to measure our performance against our goals in each program. We utilize various financial metrics, to include ratio analysis, variance analysis, and execution rate analysis. Non-financial metrics include trend analysis, usage and attendance analysis, productivity analysis, and quantifiable customer satisfaction feedback through evaluations and customer comment cards. An example of a non-financial metric is Child Youth Services' measurement of their customer waiting list (Figure: 7.4.a(2) 4).

Law Enforcement utilizes higher headquarters measurements and standards such as crimes against persons and property (Figure: 7.4.a(2) 6), vehicle theft, and drunk driving. The Appropriated Funds Budget staff utilizes a USAREUR standard to measure rate of execution. Execution is measured by the percentage of obligations made on a quarterly basis and compared to the previous year's data. DOL tracks all accident rates of IFMS vehicles assigned to our footprint (Figure: 7.4.a(2) 6). This information is being passed to the commander to ensure personnel are immediately trained for safety driving skills. When an accident occurs, a Report of Survey is immediately generated to assess liability (Figure: 7.4.a(2) 7).

##### **4.1.a (3) Selection and Use of Comparative Data**

The DCA uses the "Bubble Gum" chart to compare financial performance against the three other BSBs. This chart proves to be a very effective tool since it identifies critical areas easily. Fix-it plans can be established on a monthly basis with a timeline for execution. Customer utilization data is collected and carefully analyzed to identify negative trends to develop opportunities for improvement. The Appropriated Funds Budget staff compares execution from the previous year to the current year to identify programs with low obligations (Figure: 7.2.a(1) 4, 5, 6, 7). These statistics are provided to the Program Activity Directors to either improve their obligations by spending or risk having funds returned to higher headquarters. EEO uses U.S. census information to establish ratios for the various work categories: professional, administrative, technical, clerical, other, and blue collar (PATCOB). When one of these categories falls short of the U.S. census ratio, the BSB attempts to attract and retain personnel to reflect national diversity. EEO also uses data provided by supervisors, which shows their response to employee concerns. This data is then compared to the number of complaints actually filed with EEO. Training is then provided to supervisors, which will add to their skill base for responses to employee concerns. As a result of tracking complaints at the supervisor level and EEO level, EEO level complaints are significantly down year over year. Informal complaints are down by 50%. Additionally, there was a 75% year-over-year decrease in formal complaints (Figure: 7.3.a(1) 1).

The 415<sup>th</sup> BSB continues to seek comparative benchmarking against other BSBs in USAREUR, which may be used to modify organizational goals. As an example, from our original score of 51.31 in 1999, our ACOE submission has shown tremendous improvement (Figure: 7.4.a(1) 2). We seek best practices and benchmarking techniques from organizations that are ACOE winners.

#### **4.1.a (4) Keeping Measurements Current**

The 415<sup>th</sup> BSB constantly monitors its performance, not only against our established strategic plan, but also against competitors. This ensures our goals remain aggressive. A few additional areas we use to keep ourselves current are data from higher headquarters, contracting best business practice standards, and customer feedback.

In non-appropriated facilities, funds are reinvested back into programs designed to meet changing community needs. Some of our key projects include renovation of various facilities such as the former "Toyland", Kazabra Club, Armstrong's, Child Development Centers and Teen Centers. Every year, the Commander and staff prioritize a list of projects for execution with non-appropriated dollars. The projects are selected based on need and a commitment to updating facilities and infrastructure. There are established regulatory financial standards that the battalion uses as a goal to determine financial success. This year, the BSB prioritized the installation of a car-wash facility within Autocrafts at Pulaski Barracks. This decision was based on comparative financial data showing that our BSB Autocrafts is the most profitable Autocrafts organization within USAREUR (Figure: 7.2a(2).2). Customer feedback and a favorable Return on Investment (ROI) were also major considerations. A second project is to increase patronage of the Kazabra Club after last year's renovation. Using comparative data on daily usage of the facility, there is a significant opportunity to increase revenue at Kazabra, which is highly utilized on Saturday nights, and under-utilized on Thursdays and Fridays. After analysis of revenue generation and customer usage, a plan was initiated to provide entertainment to draw new customers. A mechanical bull is being installed to attract customers and generate additional revenue.

A new electronic bulletin board was installed at a key entry point for the 415<sup>th</sup> BSB, which will help to disseminate ongoing activities to a greater audience. Every month, the Commander and Directorates ensure that managers are adhering to their budgets by reviewing financial statements. This same data is briefed at higher headquarters and compared against other similar units. Directorates sharing information on their successes and failures, as well as with other battalions incorporate best practices into operational areas. An example of sharing best practices is the Family Advocacy Program's successful recruitment and certification of Foster Care Providers in the KMC. USAREUR requested a recruiting presentation be given to the entire Family Advocacy staff at this year's IPR. (Category 1: Figure: 1.2b.1)

Another service that is constantly updated is Force Protection. The battalion makes recommendations to the senior tactical commander on all issues related to Force Protection; resulting in a coordinated force protection plan with all ten Installation Coordinators and the Air Force. The 415<sup>th</sup> BSB conducts Force Protection exercises quarterly to prepare and react to any level of threat. Joint action force protection working groups (Provost Marshal, Military Intelligence Representative, and the Commander (chair)) are held monthly to share information, train Installation Coordinators on current threat, review training needs, guard duty orders, exercises and force protection projects. All potential threats are reported to each Installation Coordinator, Military Police, and the MACOM Force Protection Officer in meetings with the Air Force, DODDs, and

the 21<sup>st</sup> TSC. Additionally, all newly arrived soldiers receive a Level I briefing on Force Protection.

The tracking and updating of measurements used on current operational processes, community feedback, metrics review, and higher headquarters directives have lead to several improvements. The community has received over \$4.5M dollars in Force Protection funding to replace fence lines in the community. Two stand-alone facilities have been enclosed into secured perimeters, and sixteen new guard posts have been added to increase our security posture. Two kaserne entry control points have been reconfigured to better facilitate traffic. Currently there are five on-going perimeter-screening projects. The community is purchasing IONSCAN explosive detectors, which enable the 415<sup>th</sup> to decrease Borrowed Military Manpower (BMM) at our installation access control points.

The Command Master Religious Program (CMRP) is an annual process to update how the Chaplains interaction with the community based on inputs from the congregation. The Command Master Religious Program (CMRP) embraces all faith groups with varied worship opportunities, innovative youth outreach, a proactive family life program, a variety of counseling and promotes morals and values in the community through spiritual development.

Since maintenance and construction projects are administered through a performance-based contract it is essential that the contractor be integrated into the community and monitored by measurements appropriate to their performance. Works orders are classified as routine, priority or emergency orders. This prioritizing of requests for execution insure all work orders and service orders are completed within certain time standards and can be reported 24 hours a day.

For major construction projects, a production schedule is published and monitored for every work order. A quality assurance team ensures customer satisfaction by monitoring existing construction standards and inspecting every completed project. The process for a construction project begins with customer and supplier involvement and ends with total customer satisfaction.

#### **b. Performance Analysis**

##### **4.1.b (1) Analyses for Senior Leadership Review**

Analysis review at different levels throughout the battalion produces an overall view for our senior leaders. Trend and variance analysis is conducted along with quality-of-life standards to determine training needs, safety hazards, environmental concerns and recognition of performance from all personnel.

The use of customer comment cards and surveys provide refinement information to our internal standard operating procedures (Figure: 7.1.a(1) 1 & 6).

To understand the organization's performance, staff sections analyze and integrate data from multiple sources using internal reviews and analysis conducted at directorate level. This data is further reviewed at the Executive Steering Group on a monthly basis where decisions are made to implement change where required.

##### **4.1.b (2) Communication of Results**

We prepare, maintain, and distribute a comprehensive continuity book on annual historical accomplishments. AARs are

written on all actions. Action officers review AARs prior to preparation for future events and compare against past performance. When it comes to information we live by the motto, "Who else needs to know?"

IPRs with individual program managers are routinely scheduled; staff meetings are utilized to communicate results of trends/variance analysis and positive/negative trends. Results are disseminated through multi-level staff meetings, web page, email, phone, one-on-one contacts with organization members and quarterly STC briefs.

#### **4.1.b (3) Alignment of Analysis with Plans**

We align results by comparing our analysis of feedback with our goals and objectives. These results are tied to productivity and organization funding levels. If resource levels fall short of our required annual funding program, Unfinanced Requirements (UFR) is submitted to higher headquarters for consideration.

The Provost Marshal Office utilizes daily tracking information such as arrests, calls, and reports obtained from COPS to change their daily patrol patterns. This reduces crime in the 415<sup>th</sup> BSB community (Figure: 7.4.a(2) 5).

### **4.2 Information Management**

#### **a. Data Availability**

##### **4.2.a (1) Accessibility to Data**

Information is disseminated to the workforce in staff meetings, email, monthly financial performance reviews, Internet links, strategic community calendar, web sites, media channels, ASG report cards, and weekly reports. Updates are also communicated telephonically, one-on-one contacts, quarterly STC briefs, JAWG, TWG, event calendars, SIPRNET, NIPRNET and secure fax.

Additionally, customers can access information through focus groups, community meetings, surveys, commander's forum, provost marshal network server, the KMC weekly newspaper, AFN radio and television and the newly installed electronic bulletin board.

Information and data analysis are submitted through various channels to senior leaders. Every week leaders are briefed on upcoming events, activities and issues in the community. Every quarter, the battalion provides subjects of interests to commanders, first sergeants, and separate companies topics based on inputs from the commander. Email and situational reports detailing key projects, programs, services, and quality of life issues and solutions are submitted to higher headquarters every week.

Every quarter, ten Installation Coordinators are briefed on the current status of construction projects, fire and safety concerns, environmental issues, service orders, work orders and quality-of-life concerns.

Annually, the battalion conducts the Family Action Plan Symposium (AFAPS) wherein issues that are important to the community are identified and prioritized by senior leadership for action.

This process results in leader involvement in solutions and a plan is published to provide feedback to the community. Additionally, participants complete surveys to assess satisfaction and identified issues as fixed, in the process of being fixed, or unattainable.

The IMO in keeping with information technology and higher headquarters mandated systems and software baseline, identifies the most current hardware/software and ensures the users are given a hands-on class or demonstration, until they are able to attend required training. All hardware/software are tested before deployment to user workstation.

Every staff section has a representative for official files and records, maintaining data and information, points of contacts, sources of information, and links (how we use it and who needs to know).

Finally, training record reports and IDPs are compiled and printed periodically for key leaders to access as needed.

##### **4.2.a (2) Information Integrity**

Using standard operating procedures and multi-level reviews, information is validated for clarity through the responsible section. Strict adherence to regulations for information assurance and computer security baseline is maintained.

Information assurance vulnerability alerts (IAVAs) are complied with to ensure vendor software updates and patches are applied and an Information Assurance Security Officer (IASO) is assigned at each staff section to ensure employees are trained and briefed on information assurance. This includes the safeguarding of passwords, email and Internet usage. Continuous updates to information within our systems are checked for accuracy and to ensure validity through the use of automated tools performing a tier level assessment of network and systems vulnerabilities.

The Information Assurance Manager (IAM) through coordination with the Network Security Center (NSC), Kaiserslautern, performs a scan of the 415<sup>th</sup> BSB area of operation. The scans detect software vulnerabilities of systems attached to the network (PC's, routers, printers, etc.) reported as high, medium or low vulnerabilities. Actions are taken immediately to resolve high vulnerabilities in order to protect information and information systems from compromise or unauthorized access. In addition to the network scanning, an automated software tool is used to scan individual workstations to check required vendors updates and patches. (Figure 4.2a(2) 1 is an example of computer connection management.)

The IAM provides oversight and conducts regular inspections and audits to ensure quality control, compliance with policies, and an established schedule for data submission is in place for system deadlines. The 26<sup>th</sup> ASG conducts regular inspections and audits to ensure these quality controls and compliances are being met.

Designated personnel ensure data is correct, reliable and accurate; the Directorates ensure data is submitted timely, securely, and confidentiality is maintained at all times. Standard security procedures are used to safeguard written material.

The DCA uses a central accounting division and the 26<sup>th</sup> ASG financial management division to provide checks and balances for financial data integrity and reliability.

Within the PMO all data is entered as soon as it is received from patrols or investigators and is kept on the PMO network (stand-alone) that is password protected. This data is entered daily and secured under lock and key with access to the PMO and cleared admin staff through a key control program (AR 190-45).

The Chaplains have an internal control that includes spot checks to determine the accuracy of counts of people and money.



Information kept on computer is accessible only by the computer operator. Office files are locked with limited key control access and all members of the staff are briefed on the sensitive nature of names and addresses to maintain a "close hold."

#### **4.2.a (3) Keeping Data Current**

The battalion's key members discuss results and recommendations with members of their sections. They then develop and define action plans, and the directorates select, evaluate and implement goals and priorities based on these actions.

Personnel are trained to implement their automation development plans to ensure maximum utilization of new features as well as protection of information. Automation development plans are also continually aligned to keep current with better business practices, higher headquarters guidance, and trade journals and publications.

Computer programs designed by DA are in place and are a vital instrument in our data and information mechanisms. One such program is the ORS-2 software that was updated from ORS and is now being replaced by a new database in the Provost Marshal Office called COPS.

Systems are tested and maintained by our system administrator (SA)/Information Management officer (IMO). Working with individual staff sections, the administrator helps identify deficiencies, prioritize upgrades, and ensures each section purchase and install the latest software such as Windows 2000 and MicroSoft Office 2000.

Each section assigned Information Assurance Security Officers (IASO) ensure the latest anti-virus software are installed on all systems and signature definition files are updated daily.

### **b. Hardware and Software Quality**

#### **4.2.b (1) Ensuring Reliable Hardware/Software**

Our employees are required to attend regular training and seminars on the use of new hardware/software to ensure equipment reliability and staff capability. Additionally, we provide continuous training to system administrators and BSB personnel through classes, trade fairs, train-the-trainer sessions, and publications.

The ASG has developed an automation upgrade plan for all of its BSBs. Sections of MWR are also currently fielding a DA mandated system (RECTRAC) in many of its facilities to ensure data is readily available.

Our higher headquarters (26<sup>th</sup> ASG) has developed a software program for all BSBs that will provide a systematic plan for upgrades, staffing, resources, and on-going training.

Systems are tested and maintained by our system administrator who ensures the most

current anti-virus software is available and updated regularly. Working with individual staff sections, the administrator helps identify deficiencies, prioritize upgrades, ensures sections purchase and install the latest software such as Windows 2000, MS Office 2000, and trains individual section IMOs. The Information Systems Security Officer identifies the most current hardware/software and ensures the users are given a hands-on class or demonstration, until they are able to attend required training. Finally, products received from DA have been tested and feedback from units has been collected.

#### **4.2.b (2) Keeping Hardware/Software Current**

By maintaining close ties with our suppliers, researching the latest publications, and reviewing the most innovative information available on the Internet, we are able to propose acquisition of the most modern software programs available. Reduction of downtime and increase in efficiency is the ultimate objective.

Automation staff stays current by attending the annual Hanover Technology Expo. Alpha and Beta tests of automated systems are performed prior to fielding. Point of Sales (POS) systems in place allow us to obtain management reports that are state-of-the-art and Hospitality Management Group (HMG) has a maintenance contract that allows for system upgrades.

The Information Management Officer (IMO) keeps abreast of current and developing technologies, attends monthly IMO meetings, and reviews all automation requests (hardware, software and communications equipment) to ensure compatibility with existing and future automation requirements in line with higher headquarters established guidance.

In the DCA, a realignment of positions was conducted which resulted in a new Automation Specialist being established. This enabled the DCA to invest more time in research, implementing new technology and training their staff.

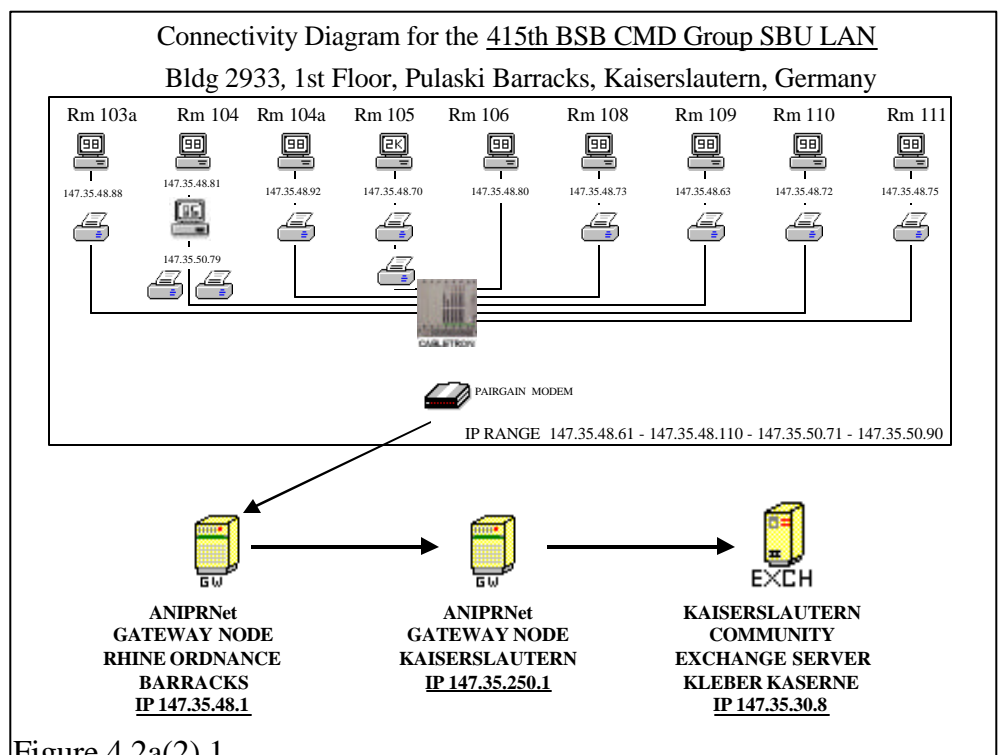


Figure 4.2a(2) 1

# Category 5.0

## Human Resource Focus

### 5.1 Work Systems

### 5.2 Employee Education, Training, and Development

### 5.3 Employee Well Being and Satisfaction

## 5.0 Human Resource Focus

### 5.1 Work Systems

#### a. Work Systems

##### 5.1.a (1) *Manage Work to Promoting Cooperation*

The Human Resource goal for 415<sup>th</sup> BSB is to maximize the capability, effectiveness and job satisfaction of the workforce to meet current and future needs.

The 415<sup>th</sup> BSB has systems in place that encourage cooperation and partnerships thereby promoting effectively executed programs. The mission, goals, objectives, and action plans developed by individual functions are communicated through one on one discussions, electronic mail, and during performance and other counseling sessions to all employees. Everyone is encouraged to achieve his or her best. Figure: 7.3a(1) 8 shows how leadership has strived to inform the workforce of how they fit into the organization and figure: 2.2a(1) 1 shows the Local National workers have increased by 12% in understanding.

The Organizational Climate Survey is used to take the pulse of the organization in a variety of areas. Organizational gatherings foster and promote cooperation enhancing readiness and improving the quality of life. The command utilizes Process Action Teams (PAT), comprised of subject matter experts to identify process improvements in new and existing programs. For example, a PAT has been established to look at implementing the Activity Base Costing/Management Program (ABC) with the objective of identifying various cost centers, assessing where efficiencies can be realized. The ABC PAT membership is comprised of personnel from Total Quality Management, Financial Management, Army Community Service, and the Directorates of Logistics and Public Works.

The 415<sup>th</sup> Base Support Battalion's diversified structure consists of Active and Reserve military personnel, Department of the Army (DA) civilians, and Local National (LN) employees. Realizing some of the communication gaps of our work force we are implementing Consideration of Others (CO2) training. The CO2 training enables members from each BSB employee group to interface with one another in small group forums, to better understand each other's opinions and customs of communicating.

Realizing the geographical challenges of communicating effectively in the largest military community OCONUS, a \$500,000 upgrade from copper wire to fiber optic cables is being installed. The fiber upgrades will increase in the number of phone lines and improve the quality and reliability of communications.

##### 5.1.a (2) *Motivating Employees*

Motivation of our employees is vital to enhancing the readiness and quality of life within the Kaiserslautern Military Community (KMC) as well as prepares us to meet the challenges of an uncertain future. We encourage all employees to be aware of the tenets of our strategic support plan, as well as take ownership for the achievement of our common goals. Individual Development Plans have been developed for all civilian employees. These plans identify formal and

informal training objectives that are tied to the goals indicated in our strategic plan.

Opportunities for cross training are maximized to ensure employees are offered the opportunity for further professional development through formal and on-the-job training and ensure that customer needs are effectively met. Military Personnel are afforded opportunities to receive additional training in non Military Occupational Specialties (MOS) through correspondence courses and on the job cross training. Informal mentoring programs are used to allow employees the benefits of gaining skills. Military personnel are provided mentoring opportunities within one's MOS by subject matter experts located at higher headquarters (26<sup>th</sup> ASG) and by organizational units that have that specific MOS.

The 415<sup>th</sup> BSB was the first in USAREUR to implement the civilian physical fitness program. The program begins with a physical assessment that officially enrolls attendees into the six-month program. Flex time is approved for participants to meet three times a week for 1 and ½ hour sessions. Benefits realized from this program include reduction in sick leave usage, early identification, through medical screening, of candidate's unknown medical conditions and improved well-being of participants.

In the DCA supervisors work along with the entry level employees providing on-the-job training for goal accomplishment.

We adhere to our philosophy of awarding results oriented employees with monetary/non-monetary and time off awards (Figure: 7.3a(1) 3 & 4).

The employee's rating chain assesses the employee's performance making a determination as to which type of award is given. The Award Board (Figure 5.1a(2) 1) plays an integral part in the awards process. The Award Board performs the quality control to ensure the appropriate award is given relative to the merit of the employee's contribution.

Exceptional performance is also recognized by the Battalion Commander with Commander's Coins and Certificates of Appreciation in a forum of the BSB's key leadership.

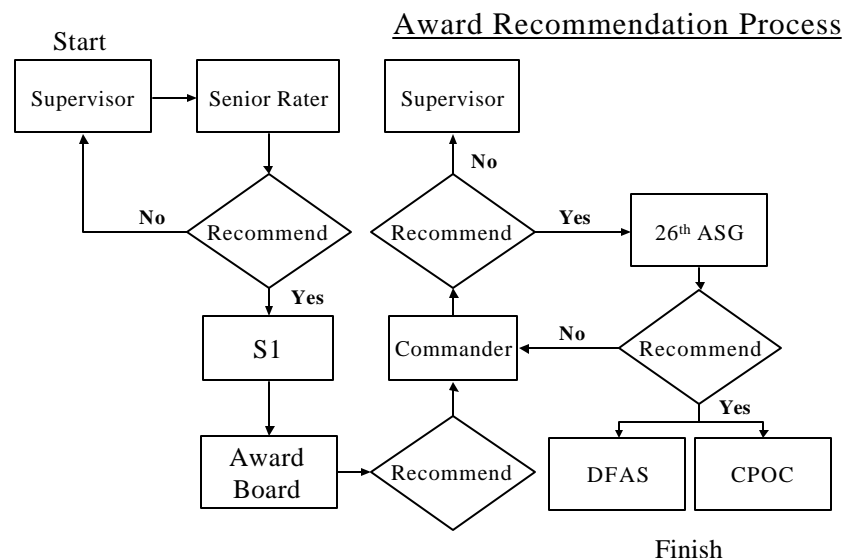


Figure 5.1a(2) 1

### **5.1.a (3) Employee Performance Management System**

The 415<sup>th</sup> BSB uses the standard Army approach to performance management through the use of Officer Efficiency Reports (OERs), NCO Evaluation Reports (NCOERs), and the Total Army Performance Evaluation System (TAPES) for appropriated fund civilians. Although not required, the DCA has developed performance evaluation plans for facility managers. We have integrated the strategic goals of the organization into evaluation and counseling systems. Members of the organization are required to submit visionary goals and objectives relating to basic functions to which employees are held accountable. Different levels of recognition and awards are given based on the difficulty of the mission. Management meets with staff regularly both formally and informally to measure progress toward goal achievement.

In the DCA, profit sharing reinforces high performance. When a DCA facility exceeds set budgetary goals, 7 ½ % of the excess profit is returned to the facility employees. During fiscal year 2001 over \$10,000 thousand dollars was returned to employees.

The Command Climate Survey measures employee well being and satisfaction taking into account diversity and employment categories, (military, civilian Appropriated Fund and Non-Appropriated Fund and Local Nationals.) Results from the survey are used to assess and improve processes and perceptions.

### **5.1.a (4) Effective Succession Planning**

Senior management cross trains and mentors subordinate level employees thereby empowering them to gain the skills, knowledge, and ability to prepare them to transition into senior leadership management positions. We assign projects to managers outside of their area of responsibility, promoting strong team building. Our business procedures have been formally documented in standard operating procedures providing clarification of job processes during staff rotation and transition. These formal procedures are continually reviewed and updated as necessary for enhancement and improvement.

### **5.1.a (5) Identifying Skills for Potential Employees**

Management conducts analysis of job requirements, identifies key skills, and recruitment actions identify required and desired skills. A team approach is used to select employees through panel process, ensuring new team members' skills and dispositions are aligned with our organizational goals and values. Retention of staff is encouraged through training and development opportunities, cross-training, awards, flexible work schedules, and promote from within/growing our own policy.

By conducting background checks, job interviews, and reviewing customer comment cards we ensure characteristics and skills obtained coincide with our goals and objectives. Managers use a wide variety of sources to locate and attract a diverse pool of potential candidates to include career program lists, registers, and job fairs. Many times the area of consideration is expanded to broaden applicant pool and increase diversity opportunities.

## **5.2 Employee Education, Training, and Development**

### **a. Employee Education, Training, and Development**

#### **5.2.a (1) Training to Achieve Action Plans**

Execution of our strategic plan depends on the achievement of each directorate's action plan. In order to maximize production, our most precious resource, "Our Employees" must be equipped with the necessary tools, (Education, Training, and Development). The first step is identifying the individual's training and educational needs. Individual Development Plans (IDP), a collaborative effort between the supervisor and employee have been developed for every BSB employee (Figure: 7.3a(2) 12). During the initial performance review counseling, the employee is made aware of the BSB's short/long term goals and objectives, which depict the desired end-state, and how the employee fits within the BSB. The employee in-turn has the opportunity to let the supervisor know what their expectations are relative to the job, supervisory roles, and those of the organization.

The IDP is reviewed at least semi-annually, during the mid-year review and end of year review, but is often reviewed more frequently. The IDP is a fluid, flexible document that is ever changing; though not required, the Directorate of Logistics ensures its local national employees have IDPs.

Due to financial and geographical limitations the BSB utilizes a "Train the Trainer Program". This program sends an individual to specialize training, and they in turn train others within the BSB. This program ensures the BSB stays on the cutting edge of innovation and new technologies by equipping employees with the necessary tools and education to meet and exceed customer expectations and foster continual program and service improvement. Our philosophy of continual improvement can only be achieved in a culture that supports development and learning.

Our organization is heavily automated in support of standard business practices and engineer specific functions. Training is necessary to use the systems and state of the art engineering processes are necessary to help the organization become more effective in productivity and fiscal policy.

To achieve short term objectives, cross training, mentoring, trade fairs, and higher headquarters sponsored training are used for long term objectives and employee skills development. Specialized training enhances the employees' ability and job performance. Short and long term objectives build upon each other creating an environment conducive to employee development.

For example, within the Provost Marshall Office (PMO) cross training allows employees to move to different sections providing individuals with additional skills. Training provided on a variety of software allows PMO to improve analysis of crime statistics and improve functional processes.

The human resource training plan of the Unit Missionary Team (UMT) grows out of the services provided by the Office of the Staff Chaplain. The Battalion Command Sergeant's Major (CSM) has implemented a Non-Commissioned Officer Professional Development Program (NCOPD), which is used to further train and develop the NCOs within the 415<sup>th</sup> BSB in areas of Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage. Junior enlisted soldiers also attend as part of the mentoring process. This serves to groom them to become future NCOs, "the back-bone of the Army."

Training is designed by using customer feedback and training evaluation comments, surveys of managers, employee needs assessments, and individual development plans. These methods

assist us in designing relevant training that meets current and future business and individual needs. Training is also designed and modified by comparing materials goals established by the strategic plan.

Skill levels are determined (DA, USAREUR, and 26th ASG) and compared to the skills needed to support the organization's goals and objectives. By analyzing type of education and training we provide against the critical tools needed, we are able to keep abreast of changes in technology and project events.

Changes in technology determine the computer training needed to meet current and future needs (i.e. computer classes and supervisory symposia are offered on a regular, recurring basis).

#### **5.2.a (2) Seeking Inputs on Education & Training Needs**

We solicit training requirements from all personnel by querying our employees and supervisors. We gather critical input, which has enabled us to meet identified goals and professional milestones.

Supervisors receive inputs on the training provided to employees through counseling. When an employee (returning from training) states a course was not relevant or well-conducted, no additional employees are sent to that course and the funds are redirected to other relevant courses.

The requirement of an after action report allows the commander flexibility to assess the usefulness of the training provided and to make decisions on future training opportunities.

The results of after action reviews along with TDY reports and course evaluations are used to assess future training; enabling supervisors to redesign or modify employee-training programs. Another tool used is the Command Climate Survey that asks employees to rate their opportunities for training. The ESG to adjusts or refines practices to improve the work environment reviews this survey.

Feedback gained during meetings held with employees on their individual development plans allow us to make adjustments to training needs and provide us information regarding evaluation of training received.

Quarterly meetings are conducted on individual development plans, develop formalized and flexible training plans by functional area, evaluate training sessions and use employee feedback to make adjustments in training delivery and appropriateness to staff needs.

As part of an ongoing leadership development program, the Equal Employment Opportunity office provides monthly articles to supervisors and managers on workplace concerns that have been identified by contacts and inquiries presented to the EEO Office. This education has had a direct impact on the reduction of complaints filed.

#### **5.2.a (3) Addressing Employee Development Needs**

Education and training are critical to keeping abreast of changes in technology and to project future improvements. Specialized training enhances the employees' ability and job performance by equipping them with the necessary skills. Querying employees for input on training plans enhances short and long-term objectives and aids in employee development, while encouraging them to seek out training opportunities.

Supervisors, in collaboration with the employee, ensure opportunities for training in new technologies and competencies

are identified in the IDPs. CPAC provides an on-site Supervisory Symposia that included all supervisors (military, civilian, and LNs) within the diverse organization of the BSB. The symposia was a collaborative effort with DA, 415<sup>th</sup> BSB Command, supervisors, and employees who wanted to address management/employee relations, leadership, EEO, and recruitment processes.

Training methods utilized consist of classroom instruction (most frequent), augmented with correspondence, web-based and on the job training design by their own section.

In the PMO, OJT training is used to reinforce and apply newly learned skills (emphasizing organization values and guiding principles) and standards for law enforcement and administration.

New members of the team are required to provide a self-administered skills inventory for use in the development of their individual professional development plans; timetables are established and reviewed monthly. The employee receives an orientation to the organization, functional plans, the section's organizational profile, and the relationship of our mission to the battalion, the Air Force, and the 26<sup>th</sup> ASG.

When off-site courses are not readily available, military and civilian employees are encouraged to use web-based training to increase competencies. For example, Sponsorship Training, Force Protection, and correspondence courses are provided.

New employee orientation is conducted by the servicing CPOC and the employee career program managers on specific training immediately upon arrival. Directorates conduct new employee orientation that includes diverse training methodologies (provided by EEO), on-the-job training, stand-alone orientation workshops, and mentoring programs. Safety and force protection briefings are provided as requested and annually, training in sexual harassment and SAEDA are conducted as required by the Army, and specific training needs are disseminated to the BSB/HHD who schedule schools and conduct additional training.

In addition, each functional area conducts its own new employee orientation that includes diverse training methodologies such as on-the-job training, stand-alone orientation workshops, and mentoring programs. Diversity training is provided by the Equal Employment Opportunity Office/Equal Opportunity and integrated into orientations. The Leadership, Education, and Development Course is offered locally at least twice a year and all eligible personnel are required to attend.

#### **5.2.a (4) Delivering Education and Training**

Visionary leadership sets standards of excellence and emphasizes these standards with staff, during new employee orientations, and monthly progress reviews.

We educate employees on methods for tracking performance in new employee orientations and individual performance plans. Metrics are used to show comparison to competitors and benchmarks against national accreditation and industry standards.

As the employee becomes more familiar with the battalion they receive more responsibility and empowerment. Employees' periodic counseling (formal and informal) ensures they are aware of standards and requirements and that excellence is rewarded through professional development opportunities and monetary compensation.

This is reinforced in the BSB's Strategic Goal of maximizing the capability, effectiveness and job satisfaction of the workforce. Quality and performance excellence is a result of quality management and customer service training offered to the entire workforce when requested by management.

Performance measurements and standards are established by regulation and re-enforced through the use of professional schools, counseling, quality control, and benchmarking.

#### **5.2.a (5) Reinforcing Skills on the Job**

Knowledgeable skills are reinforced through competency based training and development where the staff perform knowledge assessments.

Child and Youth Services use a training program that is competency based and has two dimensions. The first dimension is knowledge assessment and the second dimension is competency based. Staff actually goes into the classroom to observe staff applying knowledge and skills; they not only have to know, but also do.

Our leadership provides monetary resources for education and training opportunities for employees who wish to increase knowledge and skills. New knowledge and skills learned are incorporated into individual development plans, organizational strategic plans, daily program operations, and networking with other agencies and employees. The completion of competency based training in conjunction with assessment results in increased levels of empowerment.

Supervisors assess the effectiveness of the training by evaluating the employee during his or her job performance counseling. Progress Reviews are conducted with employees to discuss whether new training received has been beneficial and is used in performance of duties.

### **5.3 Employee Well-being and Satisfaction**

#### **a. Work Environment**

##### **5.3.a (1) Improving Workplace Safety**

The 415<sup>th</sup> BSB takes a preventative approach to issues involving Health, Safety, and Ergonomics. The workforce provides feedback via the automated Command Climate Survey designed to provide perceptions in these areas. Modification to programs, policies, and services contribute to continuous improvement. Within the BSB the following Safety and Force Protection processes are in place:

- Each organization has a Building Fire Marshal and safety officer trained by installation fire/safety proponent.
- Each facility has a fire and bomb threat evacuation plan which is posted prominently in each facility.
- Fire and Evacuation drills are conducted quarterly.
- Safety awareness programs are in place and include daily safety checklists.
- Safety programs integrate host nation and US standards.
- The 415th BSB Safety Officer conducts frequent safety inspections.
- All employees participate in complying with host nation recycling laws and directives.

- Safety Officer and DPW work jointly on construction projects
- Risk Management has been established within the BSB and formal training has started throughout the organization

A variety of programs are provided to the workforce on a recurring basis to promote workplace satisfaction and wellness. Classes provided by Army Community Service Equal Employment Opportunity and Equal Opportunity, the Health Program Coordinator and personnel from the Center for Health Promotion and Preventative Medicine (CHPPM) offer training in the following areas (Table 5.3a(1)1).

<b>Program/Benefit</b>	<b>NAF</b>	<b>AF</b>	<b>LN</b>	<b>Mil</b>
Army Family Team Building	X	X	X	X
Stress Management	X	X	X	X
Tobacco Cessation	X	X		X
Nutrition Education	X	X		X
Physical Fitness Programs	X	X		X
Drug & Alcohol Prevention Program	X	X	X	X
Family & Individual Counseling	X	X		X
Army Career Alumni Program				X
Consumer & Financial Advisory Program	X	X		X
Religious Counseling & Spiritual Fitness	X	X		X
Child Care	X	X		X
Family Leave	X	X		X
Training in Prevention of Sexual Harassment	X	X		X

Table: 5.3a(1) 1

#### **b. Employee Support Climate**

##### **5.3.b (1) Determining Employee Well-Being**

Using an "open door policy," sensing sessions, staff meetings, and Process Action Teams to determine key factors of employee well-being across work systems we are able to monitor our work forces' well-being. Additionally, comment cards and training course evaluations are used to continuously improve and address employee concerns. Feedback gathered from the Command Climate Survey in areas of Discrimination Complaints (Figure: 7.3a(1) 1), Grievance Activity (Figure: 7.3a(1) 5), Awards/Recognition (Figure: 7.3a(1) 6), Management Cares about Well Being and Satisfaction (Figure: 7.3a(2) 17), and When Workplace Issues are taken to Management are they Resolved in a Timely Manner (Figure: 7.3a(1) 7).

The Host Nation Works Council meets with the Commander or designee on a monthly basis to discuss local national workforce issues and concerns. This partnership ensures early intervention and concerns are immediately addressed. Annually the Host Nation National General Assembly and the BSB invite all local national employees to attend a meeting to discuss any employment related issues. This meeting fosters host nation workforce satisfaction.

Organizational leaders utilize the following tools to increase employee satisfaction and well-being: alternative work schedules; formal and informal training; recognition and awards; cross

training assignments; diversity training; and, employee empowerment.

### **5.3.b (2) Employee Support Services**

The 415<sup>th</sup> BSB provides many programs and benefits that enhance the work climate. Flexible work schedules are available to both Department of the Army and Local National Employees. Training holidays, given once a month provide military personnel three or four day weekends and civilian employees are under a liberal leave policy. Liberal leave for local nationals is given to accommodate the employee's spouse and/or child's holiday or school schedule. All local national employees are encouraged to use available services and facilities.

Everyone is responsible for creating and maintaining a "Zero Tolerance" work environment free from sexual harassment and discrimination based on race sex religion age color national origin physical and mental disability and reprisal. Additionally, we recruit, hire, promote, recognize and train based on principles of the Equal Employment Opportunity. An Employment/Affirmative Action performance objective is contained within all manager's and supervisor's performance plans. Mediation is promoted and encouraged to address workplace conflicts. Management's timely response to workplace issues can be seen in Figure: 7.3a(1) 7.

### **5.3.b (3) Assessment Methods for Determining Employee Well-Being**

Formal methods to measure employee well-being and satisfaction have been specifically incorporated within the Command Climate Survey EEO complaints and grievances are reviewed to identify possible trends by base(s) or issues. Statistical analysis of workforce data in the areas of promotion, awards and training is done to identify policies, practices, patterns or behaviors that deny equal opportunity.

Written comments (comment cards) and training evaluations also serve us in gaining insight as to the well-being of our employees.

Other methods include use of the open door policy," feedback from individuals during counseling sessions; collaboration during IDP and performance discussions; sensing sessions, and, staff meetings. These methods help us to determine the well being within different employee segments. Input by Local National Works Council is used to gain understanding of host nation workforce satisfaction.

### **5.3.b (4) Relating Assessment Findings to Business Results**

By focusing on the assessment results gained through the formal and informal methods mentioned above, our programs, policies and procedures can be modified to take into account the needs and wants of the workforce. The Equal Employment Opportunity Office, in partnership with the local Civilian Personnel Advisory Center (CPAC) Management Employee Relations staff, based on the fiscal year 2001 Command Climate Survey question "Are you Aware of your Grievance and Complaint Procedures?" modified relevant training materials to increase knowledge in this area. Modification resulted in a positive increase in survey result between fiscal year 2001 and 2002 (Figure: 7.3a(1) 5).

# Category 6.0

## Process Management

### 6.1 Product and Service Processes

### 6.2 Business Processes

### 6.3 Support Processes





Expeditious searching of personnel and equipment, normally done by 4 to 5 personnel, can now be done by one, alleviating the need for Military Working Dogs (MWD). Another example of e-technology, is the ability to order Value Added Tax (VAT) forms over the Web and paying by credit card. The customer may log on the Web site, provide basic personal information and mailing address for the documents. The customer may opt to pick up the forms from the office. This system is controlled by multiple, Department of Defense databases, ensuring customer eligibility, and eliminating the risk of fraud. Another area new technology and processes were implemented was in DOL. Personal property shipments use to consist of one-on-one counseling sessions. This process was time consuming (45 mins +) and did not always meet the customer's needs. The process was changed to group counseling sessions using a large screen television, laptop, and a video program (the program stops at regular intervals). These changes along with receiving the orders of the service member prior to counseling has improved the process from 45 minutes per person to 30 minutes for 15 people and all personnel now leave the counseling sessions with completed packages and pick-up dates of their choosing.

Finally the DOL has been improving their web site by including personal property information, appointments / delivery requests, and the latest information on driving in Germany (how to get your license).

#### **6.1.a (4-6) Design Quality, Delivery, & Testing**

The execution of projects, the development of products and the delivery of services is a team responsibility in the 415<sup>th</sup> BSB. This joint process ensures the consideration of all functional requirements. Partners, suppliers and customers are all involved in the design process. Functional experts contribute to make the product or service the best possible, in a

team effort. Consideration is given to new technologies, past experiences, cost control and proven successful efficiencies. As an example, the DPW has the following core processes: Service Orders (SO) and Work Orders (WO). **SO Process:** SO's are initiated and called in by the customer into the DPW Work Reception desk, where they are prioritized based on specific urgency criteria. SO's are given to 1 of 5 Base Maintenance Contractor (BMC) work centers for accomplishment. SO's are scheduled and an appointment is made with the customer (efficient). Completed work is evaluated for quality, customer acceptance, and feedback given through a customer comment card. Standard proven materials are used whenever possible, minimizing costs by bulk buying. See SO performance metric (Figure: 7.4a(1) 3) **WO Process:** WO's are completed and submitted to the Installation Coordinator (IC) for initial approval and tracking. The IC submits the WO to the DPW Work Reception desk for logging and tracking in the Integrated Facilities System (IFS). Work Orders are planned and programmed through the USAREUR Master Integrated Priority List (MIPL) or the 26<sup>th</sup> ASG Life/Health/Safety (LHS) project list. Once the WO is estimated, a funding decision is made. Customers are consulted during the design phase, as their expectations must be met. Standard proven specifications are used whenever possible. WO's are prioritized through weekly scheduling meetings with shop supervisors considering the availability of craft personnel and equipment. The customer is again involved during construction and provides feedback to the DPW until project is completed. This ensures we meet all key operational performance requirements. Work accomplished is checked for quality and correctness. A customer comment card is filled out providing feedback to the DPW (Figure: 7.1a(1) 6).

### **DPW Work Order Process**

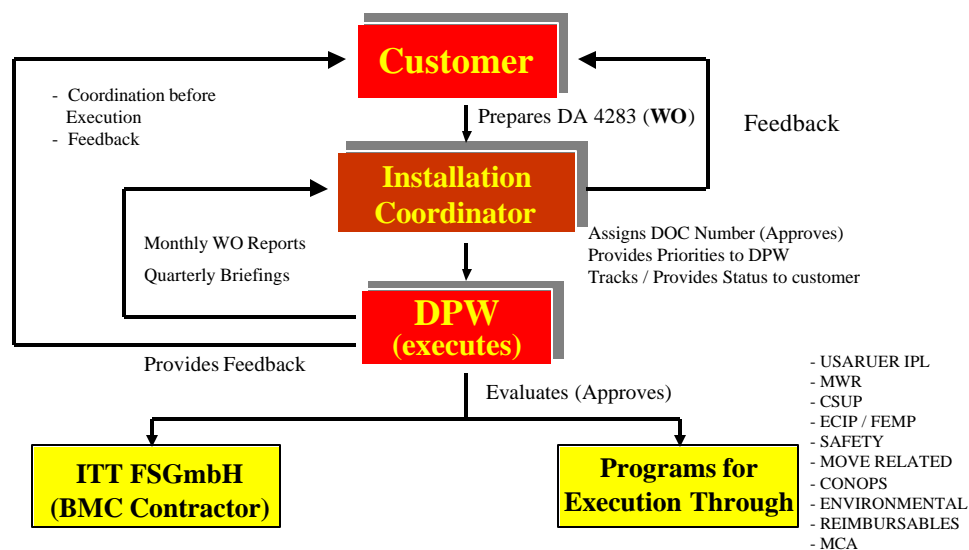


Figure: 6.1-2

## b. Production/Delivery Processes

### 6.1.b (1) Key Delivery Processes

Our key delivery processes and performance requirements are Quality of Life (QOL) Programs, Real Property, Support

Readiness and Force Projection, Community Youth Activities, and Force Protection. Process requirements, Performance indicators, Standards and Control Strategies are defined below (Figure: 6.1-3).

**415<sup>th</sup> BSB Key Processes**

Key Process	Process Requirements	Performance Indicators	Standards	Control Strategies
Quality of Life Programs	MWR Programs 1+1 Barracks On Time Mail Delivery Adequate Barracks Religious Programs Personal Property Service	Customer Comment Card Quality of Billets Timeliness of Mail Del. Waiting Time Attendance Completed on Date Req.	80% Satisfaction 75% Satisfaction Less than 24 hrs Less than 2 days Offering/attendance 100% Completion	Internal Reports Reports to HHQ HHQ's Survey CIP Results Contract Agreement/DA
Real Property	Timely Repair Requests Facilities Standards Environmental Steward	Service Order Response ISR 1 Results ISR 2 Results	Within 30 days Greater than C-4 rating Greater than C-4 rating	Results ISR 1 & 2 Survey Results Internal Reports
Support Readiness & Force Projection	Adequate Child Care Families Deployment Soldiers SRP Ready TMP Operational State KP Management POV Storage	MCYET/ICYET Results % Active Readiness Grp % of CIF Due-Outs TMP Readiness Rate Meeting Surge Demands On time processing/space	Accreditation 95% Units with Groups Less than 1.5% 90.8% or above Service Units in Time Less than 1 hour	Internal Reports Reports to HHQ Oversight CIPs Customer Satisfaction SOP & DA directive
Community & Youth Activities	Programs/Facilities Proactive CMAA Actions Customer-Driven Svcs Teen Programming	Accreditation of ACS Recidivism Rates Customer Sat. w/CYS Commitment to Quality	100% Accreditation Reduce 2% Annually Greater than 98% 25% Improvement	Quality Assessments Inspections Command Working Grp
Force Protection	Response to Fires QRF (Quick Response) Effective Safety Effective MP Presence Physical Security	Fire Response Time QRF Timeliness Accident Rate/Insp Time of MO Response % Phy Security Insp	Less than 5 min Not Less than 100% Less than 5% Within 15 min 100% Inspection	Simulated Exercises Internal Reports Reports to HHQ CIPs

Figure 6.1-3

### 6.1.b (2) Day to Day Operations

Day to day operations of the key production/delivery systems depicted in Figure 6.1-3 are performed utilizing Standard Operating Procedures (SOP), Internal Operating Procedures (IOP's) and more detailed work instructions, as may be required, to ensure that performance standards are being met. There is an integrated system of "checks and balances" throughout these systems. It starts with employee empowerment for quality performance and runs all the way through the final internal Quality Control and external Quality Assurance evaluations determining whether or not performance standards have been met. For example, our DPW BMC is ISO 9002 certified since 1999 and has a well established closed loop quality management system with numerous IOP's and process flow diagrams detailing all aspects of their operation. The BMC has received DA &

USAREUR awards for being the best DPW BMC in the last four consecutive years.

### 6.1.b (3) Performance Measurement Controls

The improvement of products and services is based on feedback using various community information channels, self assessments, and 26<sup>th</sup> ASG/USAREUR inspections. Specific performance indicators from figure 6.1-3 above are constantly telling us the "well being" of our products and services. Measurements made against the standards for our key production and delivery processes tell us the "level" of success. Continuous review of these standards, and feedback from community information channels, allow us to quickly adjust and improve our performance. For example, information was received through the Community Information Forum and Landstuhl Regional Medical Center (LRMC) Commander, that patients coming to the hospital required

childcare support directly at the hospital during the time of their visit. Quickly, the design process started in order to satisfy this critical customer need. At the request of the Command Working Group, a team of experts was formed with member of the Child and Youth Services Division (CYSD), Hospital administrators, DPW, Safety and the Force Protection Officer. Plans were designed, approved and resourced. Facility space was identified inside the hospital. A LRMC funded renovation project was then executed. Staffing was obtained by realigning assets within the CYSD, and the “Appointment Care Site” was also accredited. Patients requiring healthcare can now obtain Child Care support while being treated at the hospital. This action decreased waiting lists for hourly care at the Child Development Centers in the KMC (Figure: 7.4a(2) 4).

#### **6.1.b (4) Process Performance Audits**

As described earlier, our internal testing and inspection process begins with the motivated empowered employees who are responsible for checking and insuring the quality of their work. This is also the most cost effective and first line of defense for identifying and correcting detected errors. Our DPW BMC employees for example, are encourage to ask for guidance and clarification on work performance and work quality issues before closing out a service order work request. Work performed is then spot checked (documented) by the various skilled shop foremen, master craft men, and/or Work Center supervisors. The BMC Quality Control Department also conducts daily random sampling inspections of the work performed. These results are documented and shared with the other BMC Work Centers along with results of random external Quality Assurance evaluations performed. All of these statistics are presented to the Contracting Office monthly as part of the BMC Performance Summary Review. A clear goal of maintaining a less than 1% service order defect rate was established and has not been exceeded in the last 3 years (Figure: 7.4a(1) 3). In other areas of the BSB, internal and external inspections are conducted of QOL facilities/programs. All our Child Care facilities are nationally accredited and our Army Community Service Center will also be accredited within the year. All operations must meet current safety and occupational health standards set by US and Germany law. We conduct periodic training exercises and internal Command Inspections to continuously improve our performance and readiness.

#### **6.1.b (5) Process Improvement System**

The 415<sup>th</sup> BSB relies heavily on customer input to identify production/delivery system improvements. Customer comments and feedback are actively solicited throughout the entire BSB regarding satisfaction with the range and quality of services and products provided. This input flows into the BSB through various forms and forums including customer surveys, customer comment cards, Community Information Forums, email comments, town hall meetings and Installation Coordinator meetings. The BSB Command Working Group (CWG) evaluates these comments and recommendations, looking for trends. The appropriate group then identifies

actions/resources required to implement the improvement. Once approved for implementation action, these improvements are then communicated throughout the BSB and community by both electronic and other means including meetings, bulletins/newsletters, and the Kaiserslautern American (KA), our award-winning community newspaper. Our customers, soldiers, US and LN employees and family members also have the opportunity to submit improvement ideas through the BSB suggestion Program, monitored by the Total Quality Management (TQM) Officer (Figure: 7.4a(1) 4). Additionally, our DPW BMC has implemented a Value Based Six Sigma (VBSS) program. They have a trained “Black Belt” who works with the BMC Management and supervisory staff to identify, develop and evaluate process improvements. Although small in scope in terms of dollars saved now, VBSS is currently improving one of the BMC processes regarding fire extinguishers repairs saving the taxpayers \$1500 annually.

Another area we are tracking is POV storage. Currently a new SOP is being re-written on the process of storing soldiers privately owned vehicles. Based on the customer’s input we hope to reduce confusion of current SOP, costs associated with production, and legal liability.

### **6.2 Business Processes**

#### **a. Business Processes**

##### **6.2.a (1) Key Business Processes**

The 415<sup>th</sup> BSB’s key business processes, the four pillars, to promote business growth and success are: Financial Management, Human Resources Management, Marketing and Environmental, Safety and Health Management. A well thought out and managed budget, resourced and executed following established guidelines, forms the foundation for business success. Managing human resources to ensure that the right person is in the right position, along with a motivated, qualified staff, is the one major supporting pillar of success. Successful marketing of existing programs and services, as well as marketing campaigns to launch new products and services, are vitally essential to our business growth and success. Providing a system to care for the environmental, safety and health needs of our soldiers workforce and family members is the other major pillar to promote, sustain and support business success. (See figure 6.2-1)

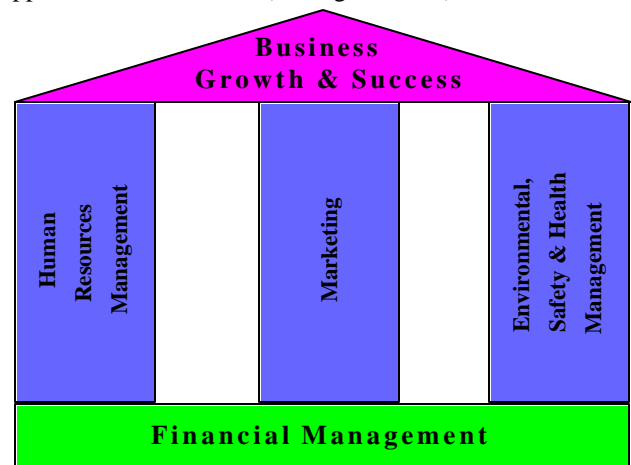


Fig 6.2-1

To achieve growth and success, the processes of evaluating customer satisfaction, actively seeking to fulfill unmet customer demands, and searching for effective cost cutting measures are employed, utilizing activity costing and management tools. Our Quality Review Management Board frequently reviews business processes and mission essential tasking to ensure cost-effective measures are utilized to enhance overall growth and success.

Customer Needs Surveys, Comment Cards, Army Family Action Plans, Town Hall Meetings, and Interest Surveys are all used to benchmark operations. The annual Command Inspection Program (CIP), 26<sup>th</sup> ASG, and Headquarters, USAREUR inspections provide self-assessment tools for improving daily operations, gaining efficiencies and realistic implementation of programs.

Outsourcing/privatization is another innovative approach implemented with the 415<sup>th</sup> BSB. Utilities (water/sewer/heat) privatization contracts have been awarded during the past year for our Miesau Installation with savings of \$150,000 per year. Innovation, new technology usage is supplied by expert functional contractors when you privatize. Contracts are flexible enough to allow adjustments based on new customer requirements. Another outsourcing area is the use of contracted vendors to supply food services within our clubs and other facilities. This method was also adopted by KP Management to handle the increase in guard forces in our community (Figure: 7.4a(2).16). The opportunity cost is minimal compared to the financial startup capital and manpower. New technologies, performance indicators, and process adjustments are coordinated with all concerned parties made when suppliers change their systems.

#### **6.2.a (2) Determining Business Processes Requirements**

Strategic development plans, staff training, controlling costs, and adhering to predetermined completion dates allow us to manage services and community programs. We continuously solicit and use feedback from customers, suppliers, partners and employees as to how business and delivery processes may be improved. For example Periodic Evaluations of Productivity (PEP) are conducted monthly with cost savings and performance improvements identified.

A huge improvement was achieved in the DOL, particularly the transportation side. A computer is now used to track the number of vehicles used (Figure: 7.4a(2).13) and aligned with contracted maintenance firms. Cost of maintenance for specific vehicles and turn around time from the vendors is used to establish maintenance schedules for our IFMS fleet. Working with the GSA IFMS manager, TMP, 26<sup>th</sup> ASG, and the DOL director quarterly meetings are held to review the maintenance procedures, but also to review the usage of vehicles on hand. Cost comparisons and usage data is compared to determine the best vehicle for a unit's operations. Since the cost of a 60 passenger bus is \$765.00 vs the cost of a van \$225.00, it is important that we select the right vehicle.

#### **6.2.a (3) Design & Performance of Processes**

Performance measurement includes assessing customer and employee satisfaction, tracking repeat business, effective

cost control, agility in meeting supplier and customer feedback, and maintaining a well trained and motivated work force. Customer, partner, and supplier complaints are received and immediate resolution is attempted. The complaint management processes are intended to regain customer confidence quickly by resolving complaints at the lowest possible level encourage learning from experience to prevent reoccurrence, and to improve organizational overall performance. See the Customer Comment Card metric in Figure: 7.1a(1)6.

#### **6.2.a (4) Key Performance Measures**

Figure 6.3-1 depicts the 415<sup>th</sup> BSB's key performance measures and indicators used to control and improve our key support processes. All the BSB operating agencies maintain continuous contact with both their customers and their service support suppliers who are solicited for improvement ideas and included in information exchanges. The Command Working Group (CWG) continuously reviews processes against improvements, suggestions, and comments received. Cost conscious practices are followed by our motivated, empowered employees who continuously strive to perform the job right the first time. A rigorous quality program throughout all operating levels ensures a cost effective, low error rate. For example, our DPW BMC, an ISO 9002 (Quality Processes) and ISO 14001 (Environmental Management) certified contractor, through utilization of sound, certified business practices, was able to generate a cost avoidance of over \$130,000.00 during the last year through vigorously pursuing vendor/supplier discounts, smart training initiatives, work production and quality control/ESA initiatives. This translated into funds that were made available for the DPW to apply to other community quality of life support projects.

#### **6.2.a (5-6) Minimize Costs Improve Performance**

We minimize costs associated with inspections by consistently maintaining our processes to appropriate standards. Contracts are written with default clauses. The Quality Management Review Board, in progress reviews (IPR's), and after action reports are examples of forums used within the 415<sup>th</sup> BSB to review operations and verify that standards are being met ...all the time!

Inter-Service Support Agreements (ISSA's) and memorandums of understanding/agreement (MOU/MOA) are developed and used to enhance performance and service delivery (Figure: 7.4a(2) 8). Evaluations through the Quality Management Review Board, in progress reviews and after action reports assess performance and aide in devising improvement strategies. Usage of service, enrollment and attendance, and profits are monitored to keep pace with overall business needs. Improvements are shared via public informational forums, written and electronic correspondence, and staff interaction.

### **6.3 Support Processes**

#### **a. Support Processes**

##### **6.3.a (1) Key Processes for Support Daily Operations**

The Key Support Processes identified in Figure 6.3-1. They are basic support processes inherent in all BSB

operations. These BSB operations can fail if any of the key support processes fail.

Key Support Processes	Performance Requirements	Performance Indicators	Category 7 Result	Standard
Financial Management	Provide Performance Data & Accounting Services; Monitor Overall Budget Execution and Increase Efficiency to Maximize use of Resources.	DPW Budget Execution DCA NAF Financial Std DCA NIBD to Total Rev APF Executed	7.2a(1) 1 7.2a(1) 3 7.2a(1) 2 7.2a(1) 4,5,6,7	100% Execution Maximize NIBD 8% Std 100% Execution
Human Resources Management	Attract, Recruit and Sustain a Workforce that is Motivated, Efficient Customer Focused and Satisfied with their Employment in the BSB.	DCA CYSD Staff Trend DCA ACS Staff Trend CPAC Personnel Survey EEO Complaint Activity Civilian Awards Training Trends Civilian Misconduct	7.3a(2) 1 7.3a(2) 2 7.3a(2) 3-11 7.3a(1) 1 7.3a(1) 2 7.3a(2) 12 7.3a(2) 13-15	Reduce Recruit Time 85% Staff on Board Sat. with CPAC Sup Lower Complaints Max Recognition Max Training Reduce CMAA incd
Environmental Management Safety & Health	Compliance with US & Host Nation Regulatory Requirements for Balancing Readiness with Environment, Safety & Health Considerations.	Safety Survey/Inspections ISR 2 ECAS Finding Status DPW Hazmat Mgt Energy Conservation	7.4a(1) 1 7.4b 1 7.4b 2 7.4b 3 7.4b 4	Safe Work Envir Min Envir Damage Envir Compliance Proper HAZMAT Reduce Costs

Figure: 6.3-1

#### **6.3.a (2-4) Determination, Design, & Day-to-Day Support of Key Processes**

Support process requirements and standards were developed in concert with staff and operating agencies all across the BSB spectrum. Operational requirements, process performance requirements were derived using sound business management and decision making techniques. Design processes and key requirements are determined by customer input, needs surveys, sound management practices, results from self assessments, external audits and inspections, and always striving to do a better job. The Performance Indicators above gauge our success level in achieving the established Standard.

Our CIF tracks customer usage (Figure: 7.4a(2).14) for average monthly trends or influxes. The results of this data is then published via the e-mail system to the KMC "Cleared on First Try" to identify units (customers) that have assisted us in accomplishing our mission. The PBO also tracks quantities (Figure: 7.4a(2).17 to assist in the upcoming changeover to the 26<sup>th</sup> ASG.

#### **6.3.a (5-7) Processes Measurement, Cost Reduction, & Improving Performance**

Key Performance measures, indicators, and standards are indicated in the figure 6.3-1. Customer feedback is used by our operating agencies to continuously refine and improve our support processes. Employee empowerment emphasizes the resolution of quality and process improvement at the lowest possible level. Implementing staff ideas in improving service and product development attains cost Savings. Employee training is also key to attaining continuous process improvement, and ensuring the introduction of best business practices into our core support processes. Motivated and trained employees are the key to our successful service organization. See our Human Resource Management Support processes above (Figure: 6.3-1). Good news are shared throughout the BSB and ASG using different community information channels such as, town hall meetings, community information forums, newspapers, functional area conferences, and electronic mail/internet web pages.

# Category 7.0

## Business Results

7.1 Customer Focused Results

7.2 Financial and Market Results

7.3 Human Resource Results

7.4 Organizational Effectiveness Results

## 7.0 Business Results

### 7.1 Customer – Focused Results

#### a. Customer Results

##### 7.1.a (1-2) Customer Satisfaction / Dissatisfaction / Perceived Value

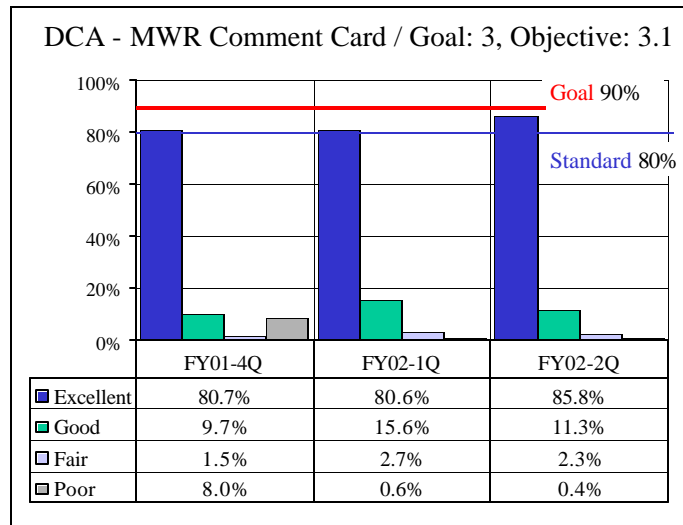


Figure: 7.1a(1).1

DCA comments cards are tracked separately to improve the NAF business operations. However, this data is combined with other section's results to provide an overall picture of the battalion's health when dealing with customers.

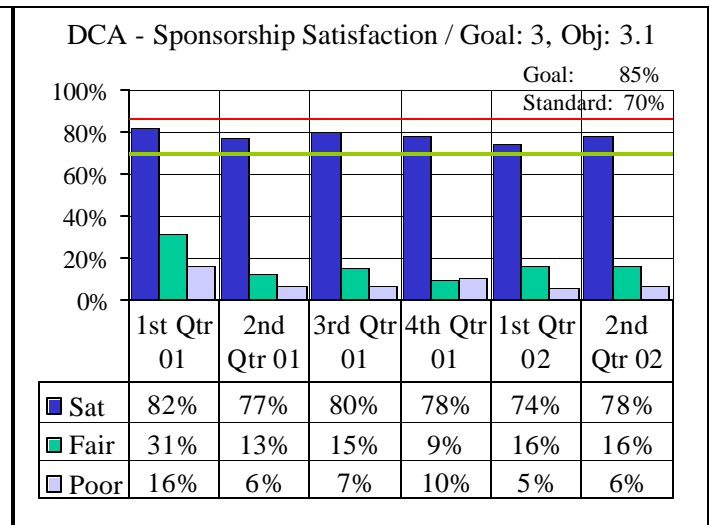


Figure: 7.1a(1).2

Sponsorship satisfaction surveys reveal consistent satisfaction with overall programs.

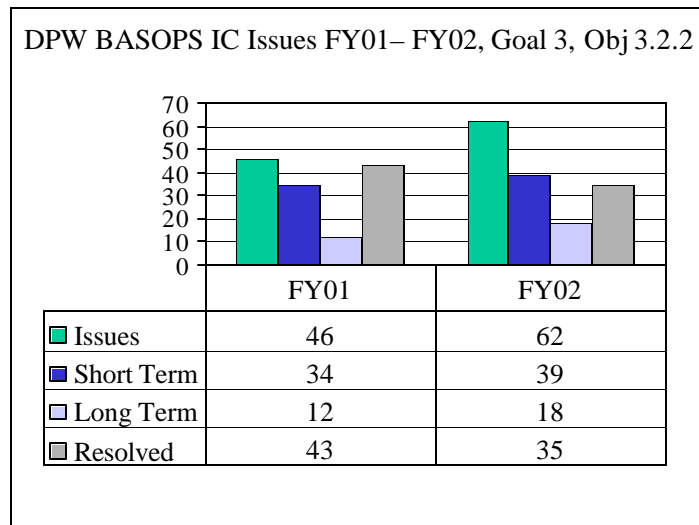


Figure: 7.1a(1).3

DPW tracks the number of issues/concerns identified and the number of issues/concerns resolved during the quarterly Installation Coordinator meetings.

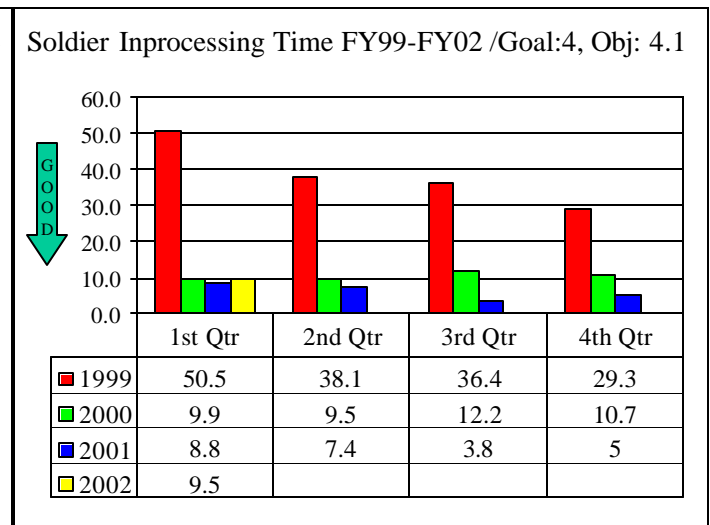


Figure: 7.1a(1).4

Soldier In-processing time tracks the number of days that soldiers need to in process fully into the community before assignment to their units.



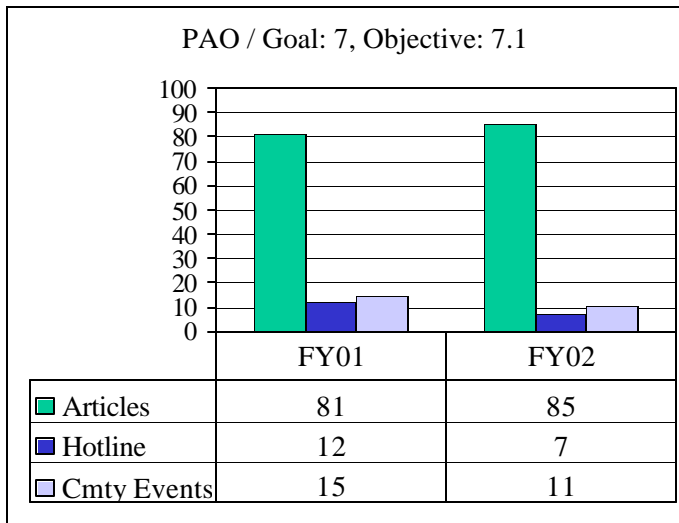


Figure: 7.1a(1).5

The Public Affairs office assesses its success by its ability to communicate with the Kaiserslautern Military Community and the German/American community at large. The PAO uses its relationships with local and regional military publications to disseminate information of command and community interest while giving Germans and Americans opportunities to meet in both social and official functions.

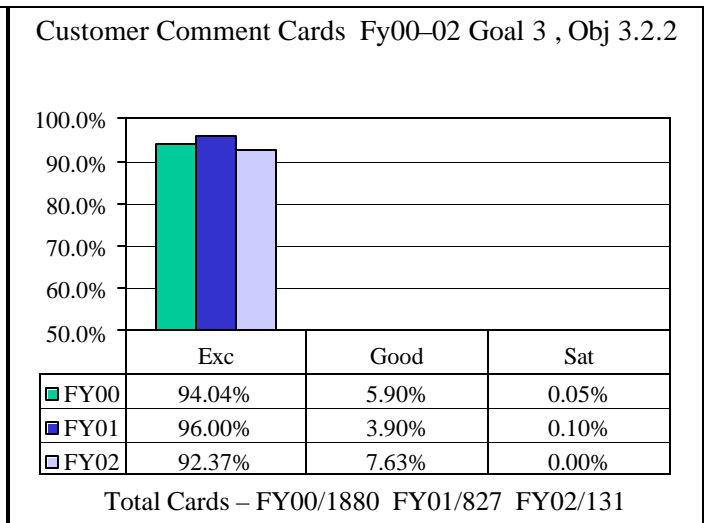


Figure: 7.1a(1).6

Customer satisfaction results are combined to present an overall impression of how the organization is meeting the customer's needs. (Results below 50% are not shown)

## b. Product and Service Results

### 7.1.b Product and Service Performance

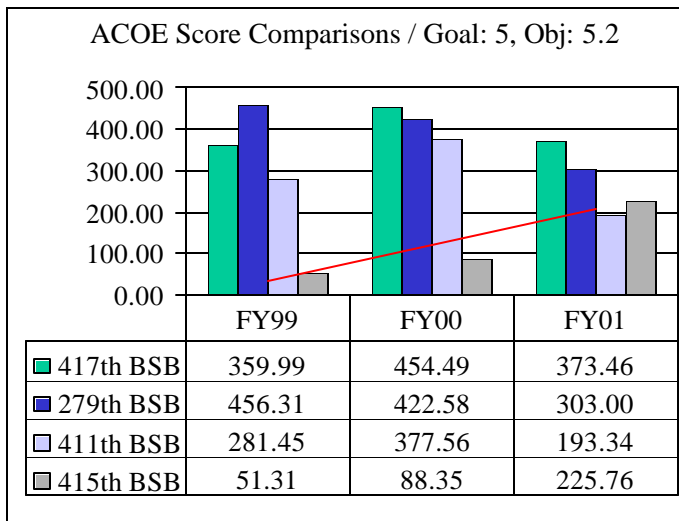


Figure: 7.1b.1

The competitive scores from our last three submissions are compared against the two top winners (417<sup>th</sup> & 279<sup>th</sup>). We also compare against our closest battalion under the 26<sup>th</sup> ASG (411<sup>th</sup>) from Heidelberg.

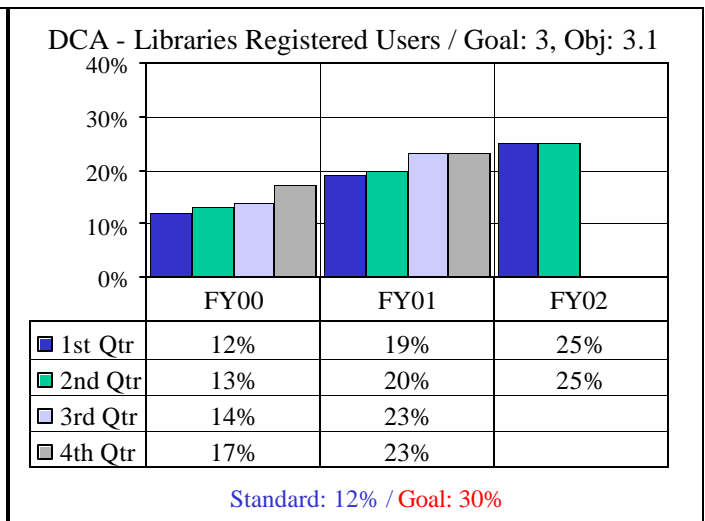


Figure: 7.1b.2

One area we are very proud of is our Libraries. When you look at the above numbers you will see that the library prides itself on surpassing the standards for usage by our customers. All registered customers have free access to books, media, computers, and many reference and information services. Two of our three libraries have been renovated to a much more pleasant environment for the customer. Computer workstations have more than doubled (8 to 19), and four more computers have been recently funded. Our libraries are now on-line with the USAREUR Library Program, giving the customer access to all materials available in the Army Libraries in Europe, subscription research databases, and the Internet.

## 7.2 Financial Performance Results

### a. Financial and Market Results

#### 7.2.a (1-2) Financial Performance / Marketplace Performance

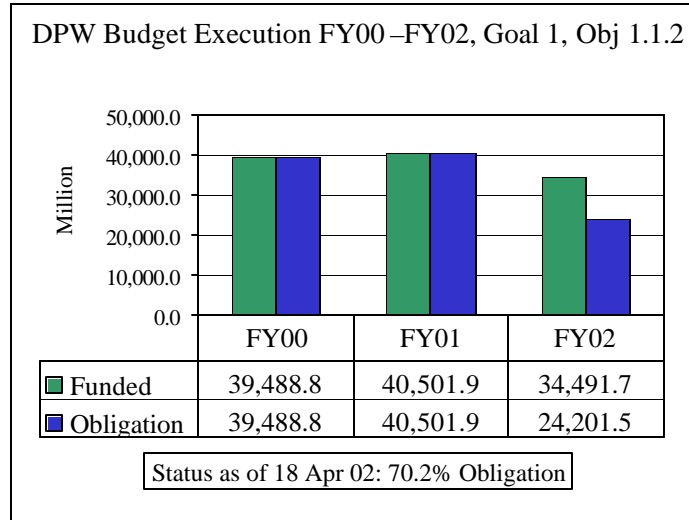


Figure: 7.2a(1).1

DPW execution as with all section is tracked regularly. The goal is to obligate 100% of what is received.

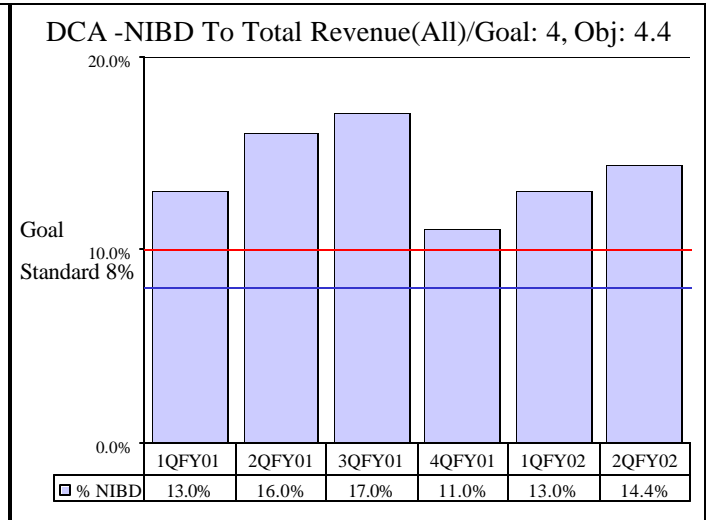


Figure: 7.2a(1).2

DCA's net income before depreciation consistently breaks all standards and goals established.

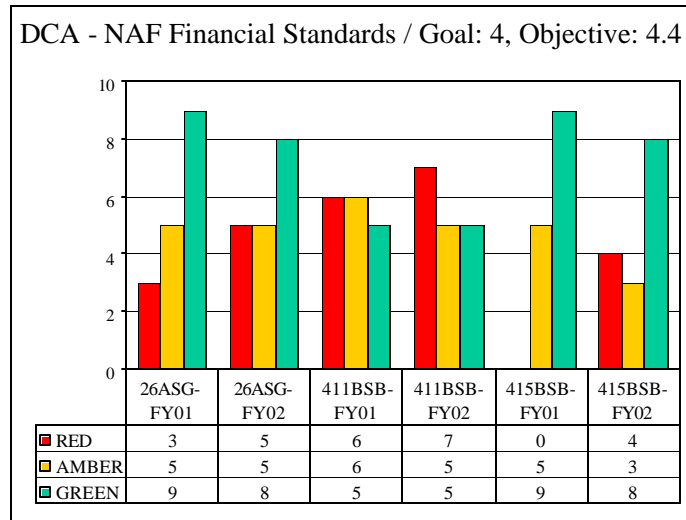


Figure: 7.2a(1).3

NAF financial standards show that the 415<sup>th</sup> BSB exceeds the ASG as well as other BSBs. (Green represents the number of areas standards have been surpassed.)

**Appropriated Funds Executed / Goal:4, Obj:4.4 (1of4)**

	FY 00	FY 01	FY 02
HHD/NBC	7,539	44,457	4,000
Commander	33,050	50,737	25,000
IC	2,365	2,732	0
WC	499	247	0
CPF/ADJ	9,954	10,143	10,000
Reenlistment	0	0	1,000
EEO	3,353	5,257	5,500
EO	3,998	2,347	3,000
Safety	2,914	1,160	1,500
Ed Center	6,373	8,728	0

Figure: 7.2a(1).4

What is shown in Fig: 7.2a(1).4-7 is the amount of executions in FY00 & 01 and for FY02 amounts that are provided on the Funding Letter, they are not the amounts executed - just programmed. The reason for large differences is additional funds may be given to certain programs throughout the year.

Appropriated Funds Executed / Goal:4, Obj:4.4 (2of4)			
	FY 00	FY 01	FY 02
Chaplain	56,040	74,747	99,400
Environmental	3,884,745	2,649,780	3,316,800
Utilities	12,636,938	13,305,417	13,612,400
Municipal Svcs	3,418,899	6,287,401	3,322,450
Facility Eng	3,707,603	IN MACCT	183,000
Fire/Emer Svcs	1,351,338	IN MACCT	1,476,200
Operation UPH	2,945	14,384	17,900
Lease (non-recur)	164,509	129,979	179,200
Maint & Repair	16,451,527	15,470,224	9,044,700
ACOE	0	19,785	20,000

Figure: 7.2a(1).5 (see 7.2a(1).4 for description)

Appropriated Funds Executed / Goal:4, Obj:4.4 (4of4)			
	FY 00	FY 01	FY 02
AFAP	80,248	70,801	104,100
RELO	26,909	32,445	40,000
S 2/3 OPS	14,960	16,957	30,000
S 2/3 ITC	3,598	0	0
S 2/3 TSC	35,868	37,403	0
Force Protection	58,562	2,399,557	1,927,200
Supply Ops	46,009	47,006	57,000
Transportation	2,026,484	796,948	786,870
IFMS	Comb Trans	1,257,335	1,271,750
Food Svcs	215,783	423,567	59,000

Figure: 7.2a(1).7 (see 7.2a(1).4 for description)

Appropriated Funds Executed / Goal:4, Obj:4.4 (3of4)			
	FY 00	FY 01	FY 02
DAPS	23,627	30,000	30,000
Official Mail	87,485	118,708	100,000
PMO	20,643	38,171	21500
Public Affairs	9,803	64,585	13,000
PAO	5,502	6,563	6,000
Child Care	287,468	225,760	255,000
SAS	66,258	128,451	120,000
ACS	99,273	235,251	181,500
MWR	256,270	278,008	253,900
Youth Activity	282,315	117,370	164,000

Figure: 7.2a(1).6 (see 7.2a(1).4 for description)

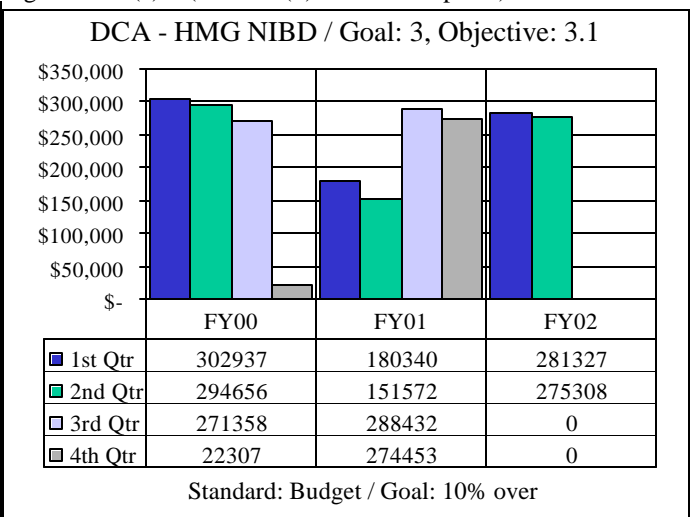


Figure: 7.2a(2).1

DCA Hospitality Management Group standard budget is \$275K, this budget has been exceeded for the past year.

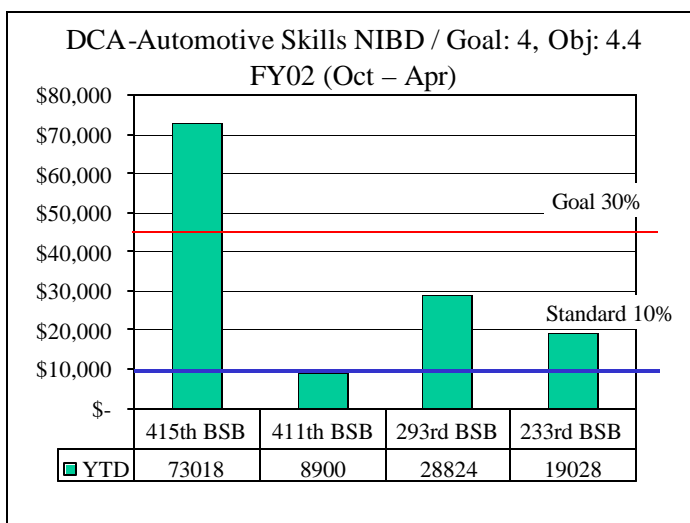


Figure: 7.2a(2).2

Under new management with a strong focus on marketing and customer service the Auto Skills has produced a dramatic increase in NIBD over previous quarters & other facilities.

### 7.3 Human Resource Results

#### a. Human Resource Results

##### 7.3.a (1) Employee Well being

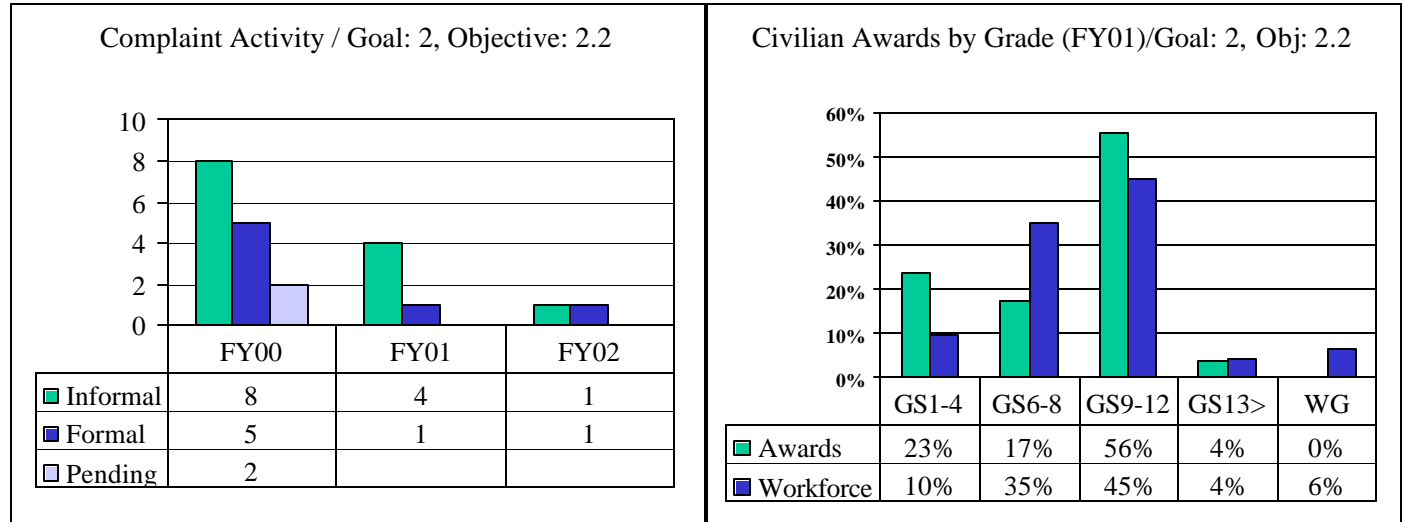


Figure: 7.3a(1).1

Figure: 7.3a(1).2

The above graph shows the 415<sup>th</sup> BSB EEO complaint activity over the last three years.

EEO to ensure equity throughout the workforce reviews 415th Civilian Award Distribution by grade.

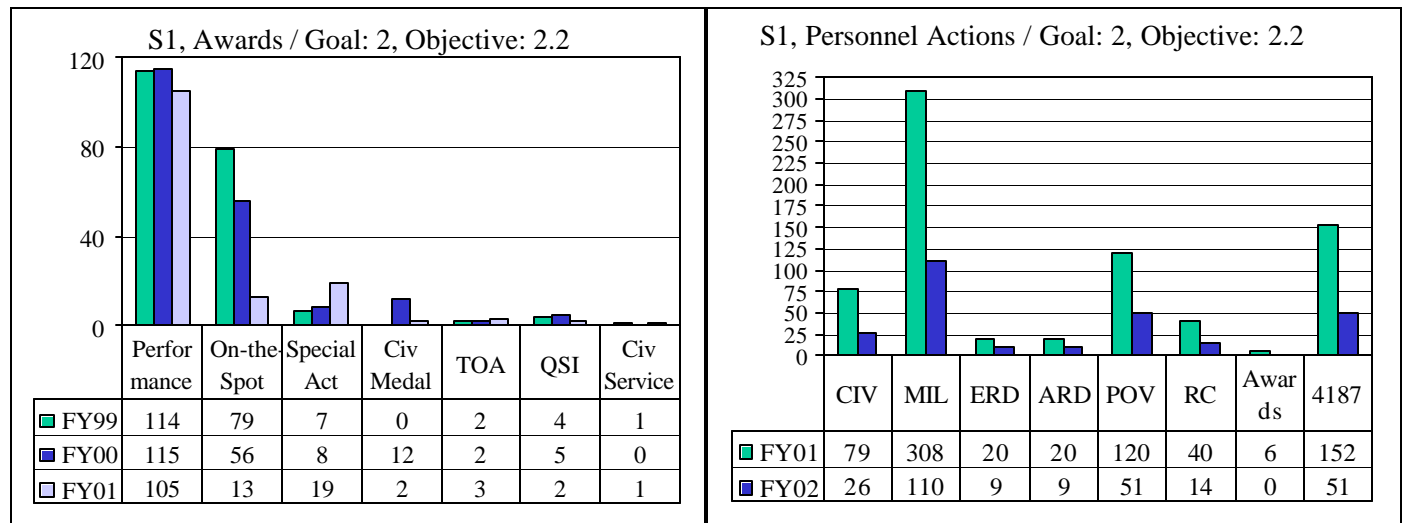


Figure: 7.3a(1).3

Figure: 7.3a(1).4

S1 uses this metric to inform the commander of the equality of awards throughout the battalion based on the number of assigned personnel.

S1 uses this metric as a guide to identify the number of various actions that are processed throughout the reporting period.

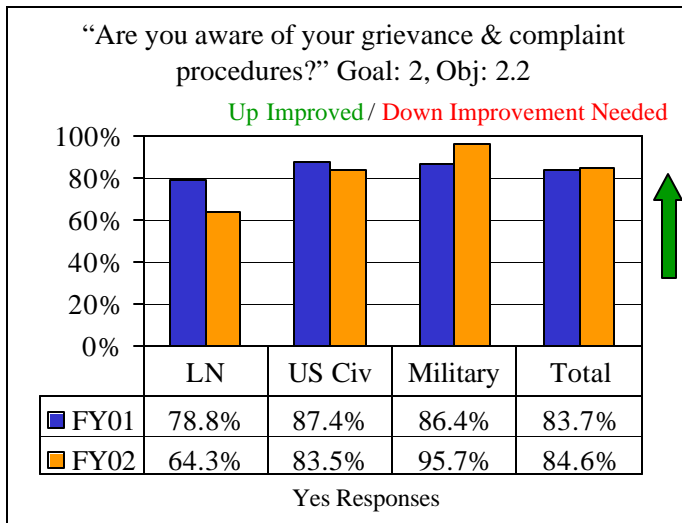


Figure: 7.3a(1).5

This measurement has been very useful to not only the senior leaders, but the EEO has modified training course material to cover in more detail EEO complaint procedures.

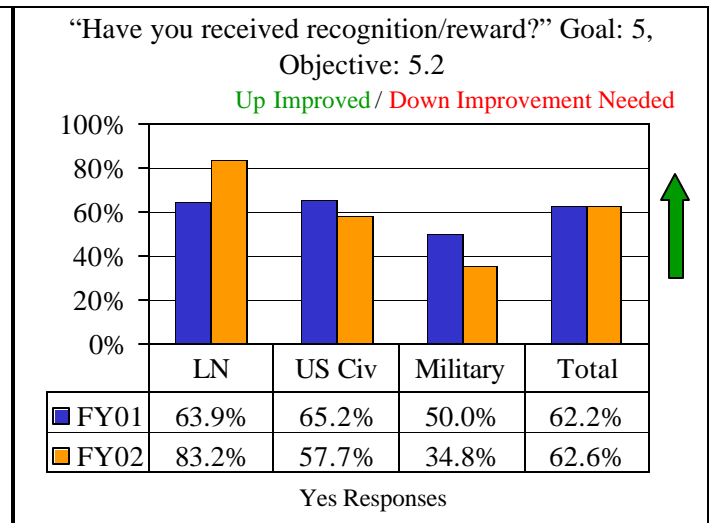


Figure: 7.3a(1).6

Used in conjunction with award tracking; our people confirmed we are take care of our own.

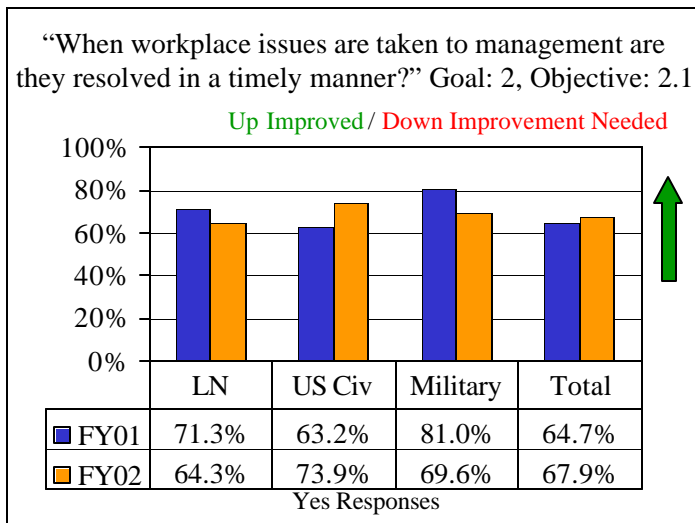


Figure: 7.3a(1).7

The overall perception is management is responsive. When management at the lowest level and in a timely manner resolves issues, this contributes to lower EEO complaint activity.

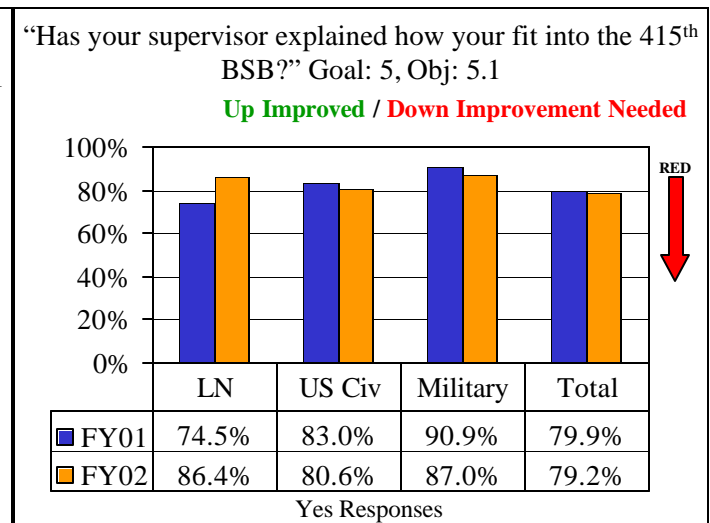


Figure: 7.3a(1).8

Although slightly down from last year the majority of our workforce is aware of how fit into our strategic plan.

### 7.3.a (2) Work System Performance

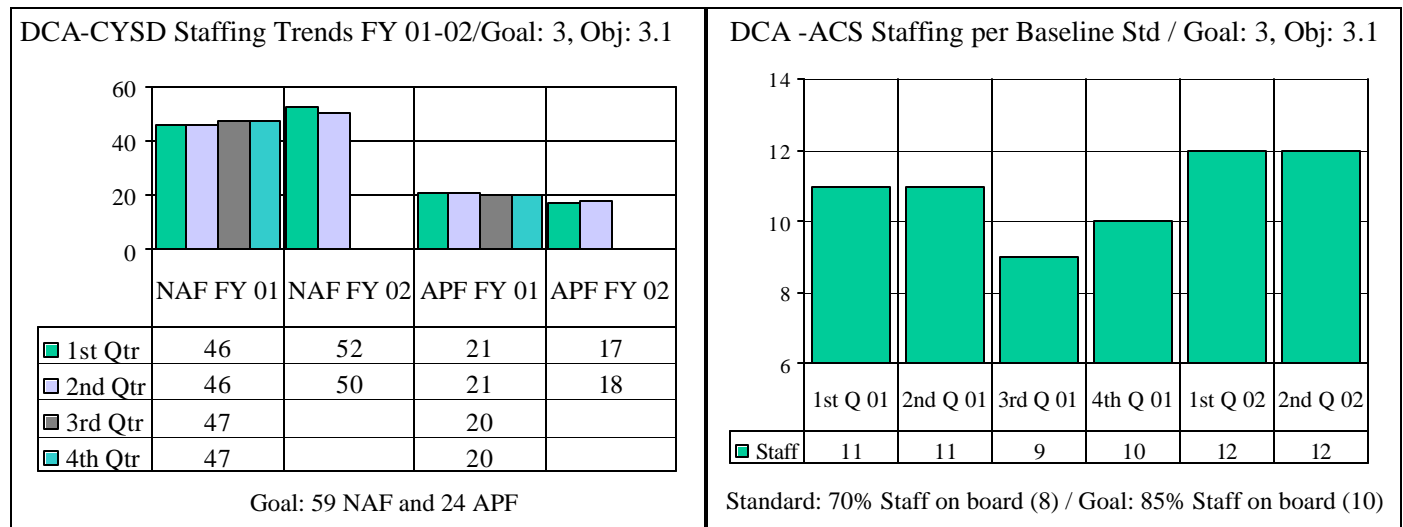


Figure: 7.3a(2).1

Figure: 7.3a(2).2

Staffing trends (ability to fill positions) continue to be a major problem in CYSD.

The staffing trends in ACS are continuously being met to standard.

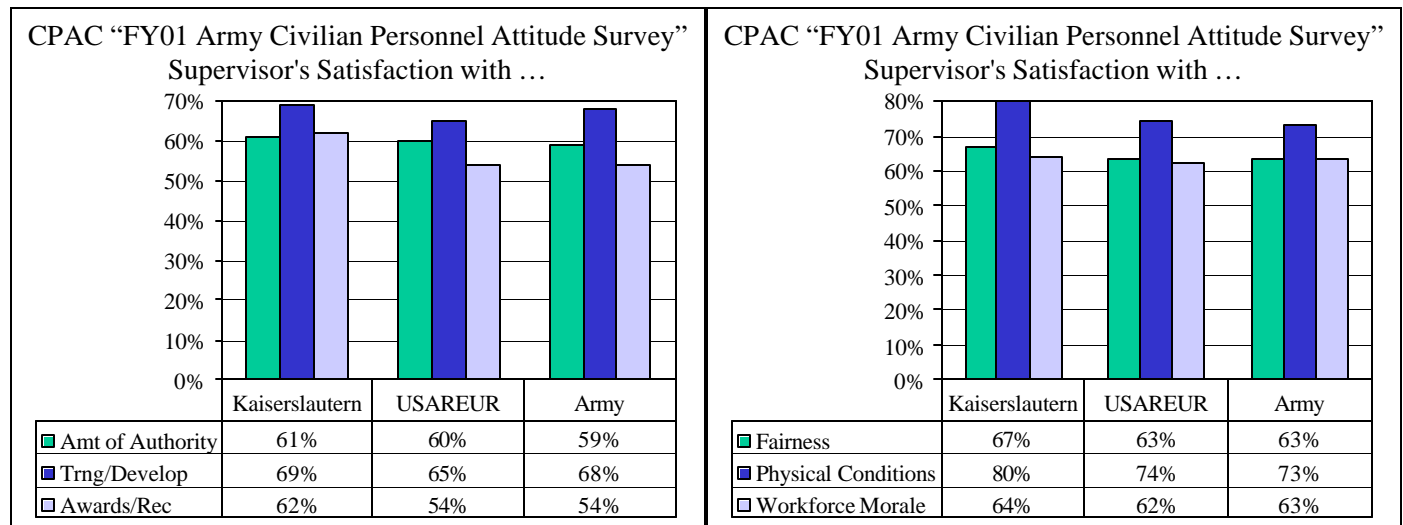


Figure: 7.3a(2).3

Figure: 7.3a(2).4

A major supplier of our workforce is the Civilian Personnel Advisory Center. Co-located on Pulaski this agency is vital for our supply of essential manpower. Each week their representative attends our weekly staff meetings to keep us abreast of our current manning situations. Figures 7.3a(2).3 through 7.3a(2).11 represents their survey on how they provide service us.

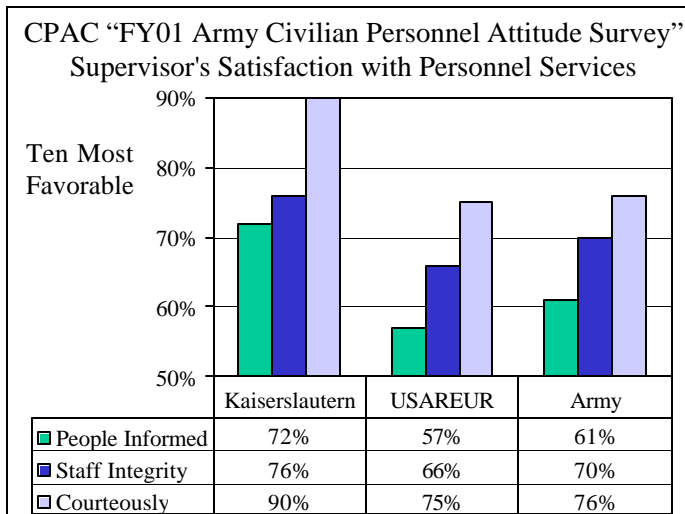


Figure: 7.3a(2).5

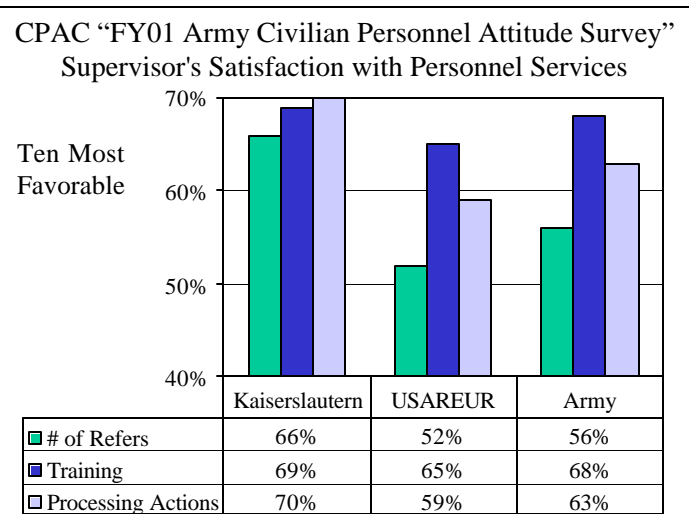


Figure: 7.3a(2).6

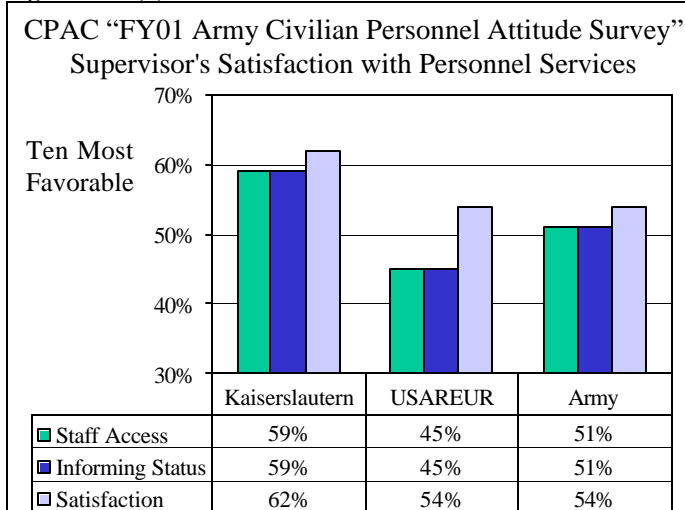


Figure: 7.3a(2).7

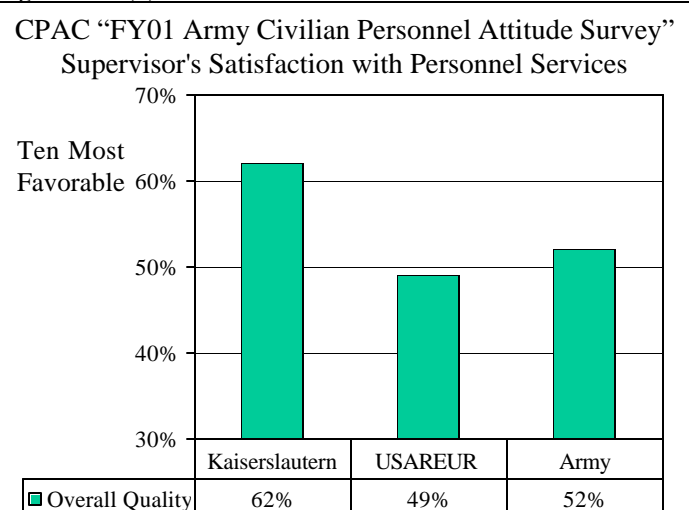


Figure: 7.3a(2).8

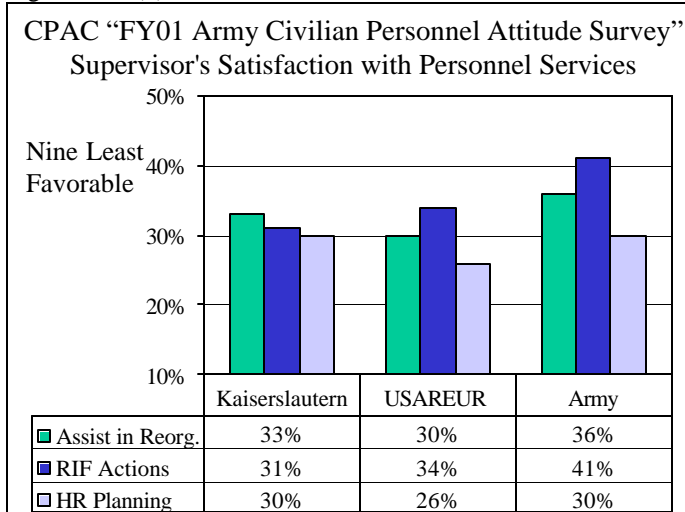


Figure: 7.3a(2).9

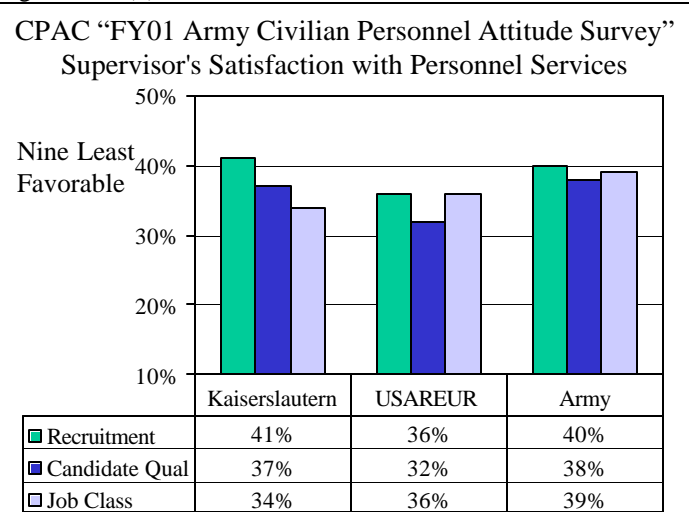


Figure: 7.3a(2).10

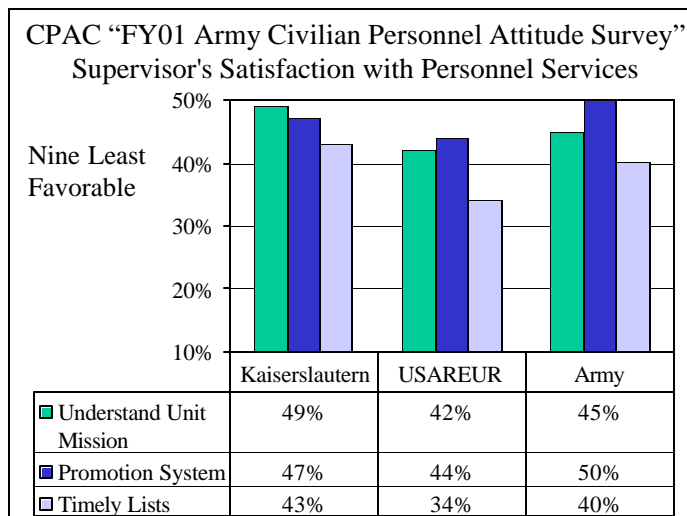


Figure: 7.3a(2).11

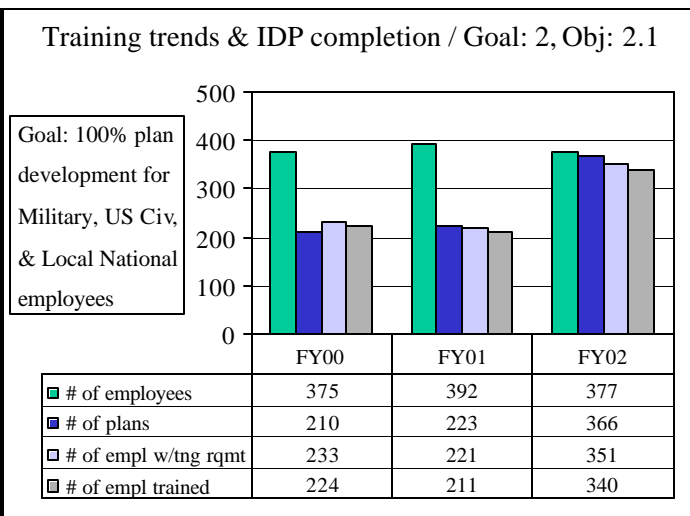


Figure: 7.3a(2).12

The metric above displays the status of professional development and training completed in the battalion. Total number of plans may include no requirements for some employees. Training requirements may range from one to several and total trained include at least one development event.

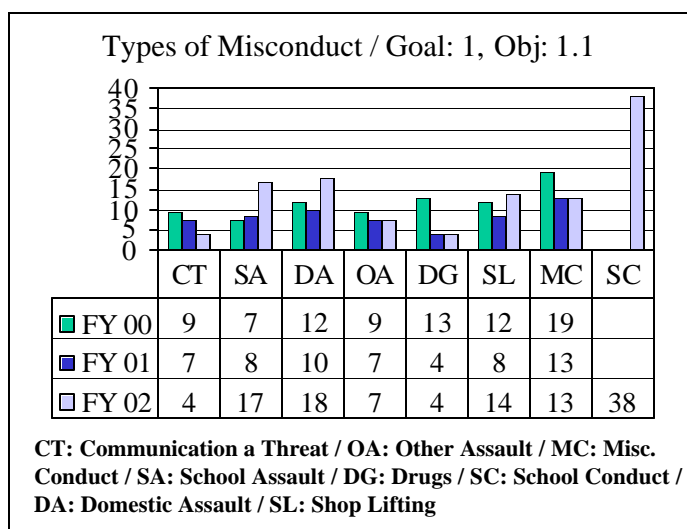


Figure: 7.3a(2).13

Depicts the Civilian Misconduct Posture within the 415<sup>th</sup> BSB AOR. This chart examines the civilian misconduct problem areas in the community and identifies crime trends that can be used to apply anti-crime prevention methods that will make our community a better and safer place to live. Because of a significant increase in school misconduct (SC) incidents, a separate category has been added to the chart to track and monitor these more closely.

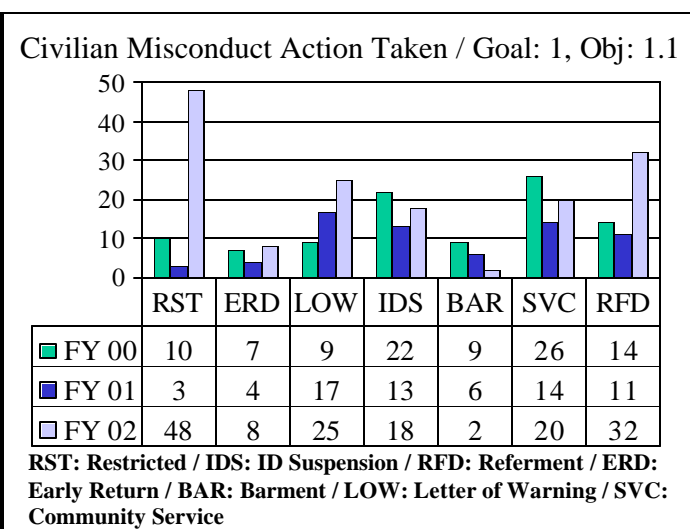


Figure: 7.3a(2).14

Depicted above shows what actions are taken against Civilian violators within the community. This chart assists the 415<sup>th</sup> BSB Commander in deciding if the actions taken are having an effect on the decrease in the current crime rate.



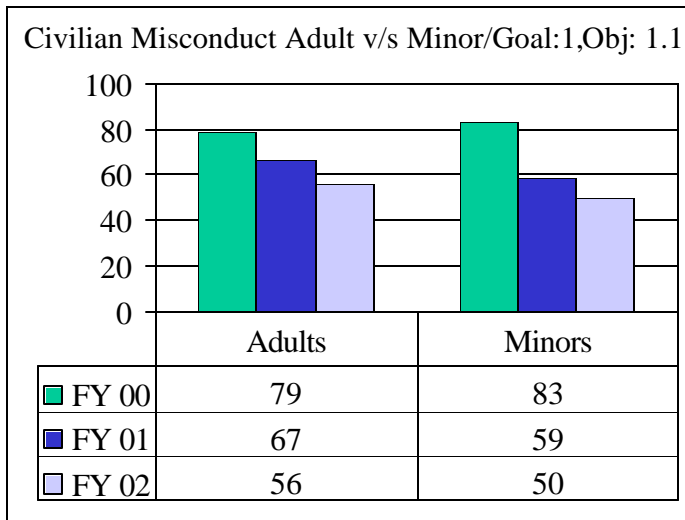


Figure: 7.3a(2).15

This chart assists the Commander in determining where to concentrate crime prevention and education efforts. Due to the past statistical results indicating an increase in teenage crimes, a proactive anti-crime education program was introduced in our DODD School System, which resulted in a substantial decrease in teenage crime.

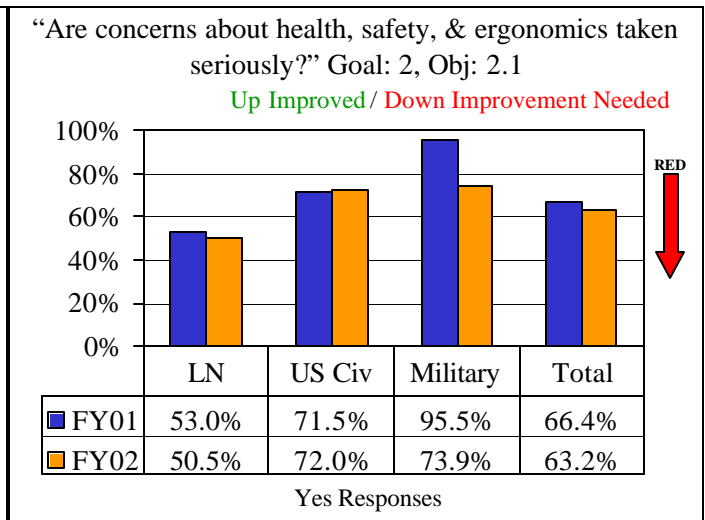


Figure : 7.3a(2).16

Although there has been a 3.2% drop in this area, we still can conclude the majority of our folks feel safe. The drop in this number could possibly be contributed to the latest events in the world. Further research will be done on this area in our next employee climate survey.

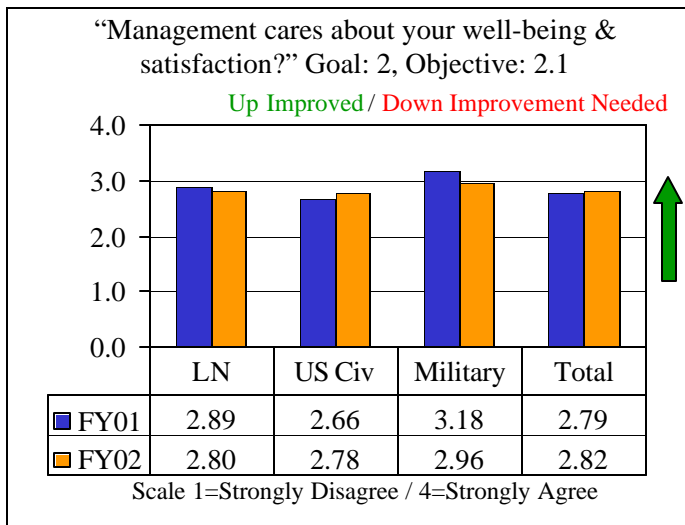


Figure: 7.3a(2).17

Although there has been a slight decrease in the LN & Military workforce, overall people believe management cares about them. This graph is also tied to the number of EEO complaints filed (Fig: 7.3a(1)1).

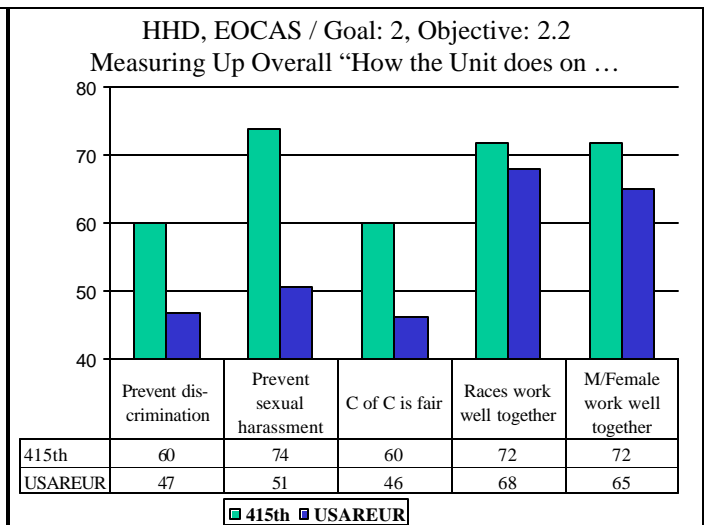


Figure: 7.3a(2).18

Military personnel are asked each year to complete an Equal Opportunity survey on how they think the Army is doing. The above graph is some of the results from this year compared against USAREUR.

## 7.4 Organizational Effectiveness Results

### a. Operational Results

#### 7.4.a (1) Operational Performance

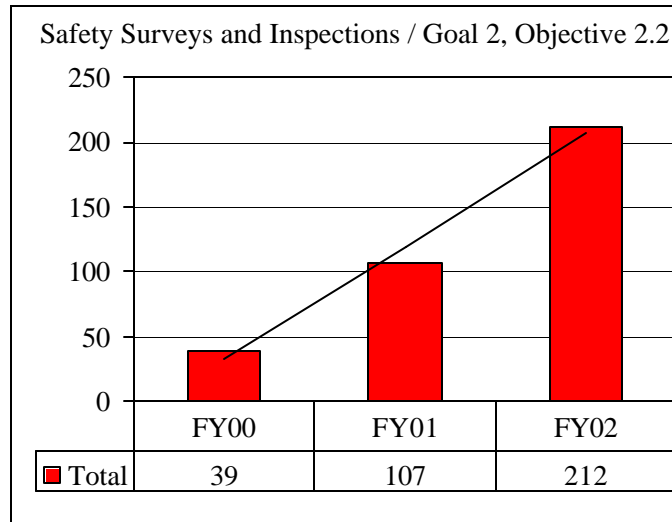


Figure: 7.4a(1).1

The continued increase in the number of safety surveys completed provides the commander with a more detailed picture of the working and living conditions of the employees in the KMC, and allows specific targeting of limited resources on correction of safety hazards based upon risk management analysis.

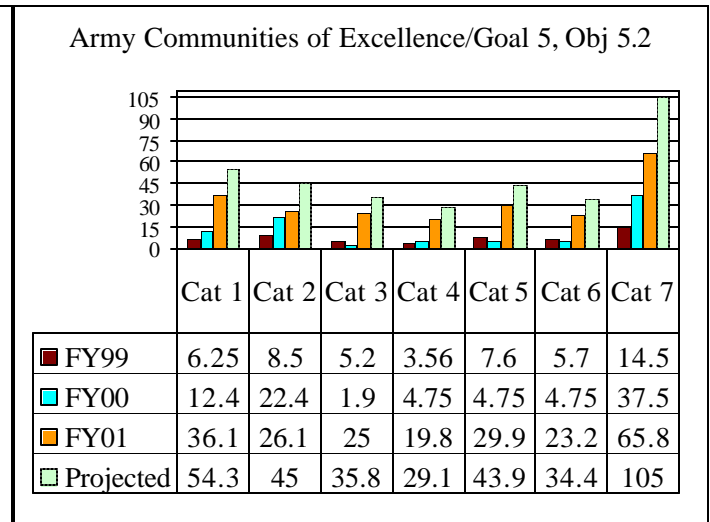


Figure: 7.4a(1).2

The ACOE or primarily the Army Performance Improvement Criteria is essential to our organization to assess the performance of our internal and external operations. Since our first submission in June of 1999 we have strived to improve operations and verify that improvement using the ACOE competition. As shown above we have demonstrated a continuous improvement in how we do business and project to continue on this path in all future operations.

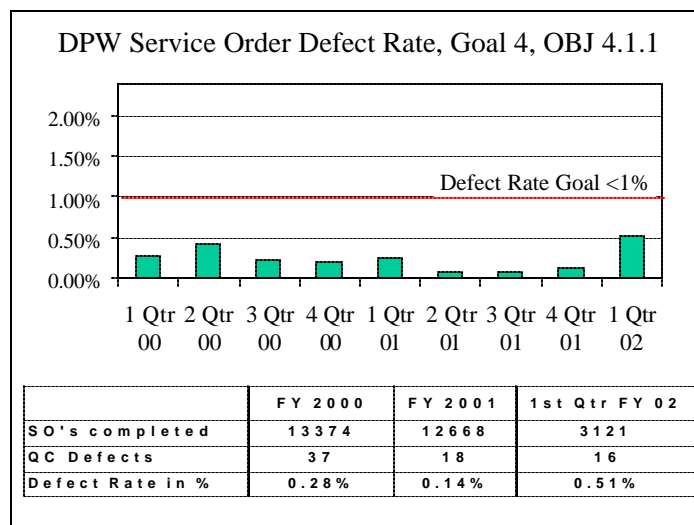


Figure: 7.4a(1).3

The supplier for the KMC base maintenance tracks the DPW Service Order Defect Rate. Although they track this data for their internal operations, it is vital to the leadership of the battalion (especially the DPW director and the Commander) to know the current status of work being performed in the KMC community.

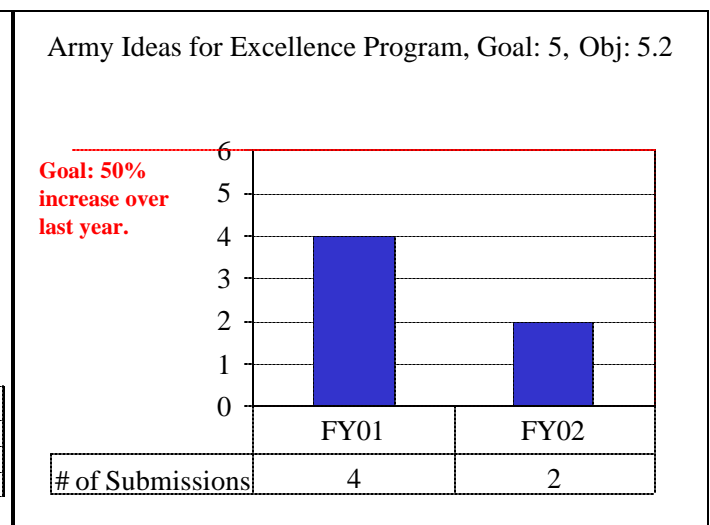


Figure: 7.4a(1).4

Though low in numbers the AIEP is essential in providing a formal method to all Military, US Civilians, Local Nationals, and Family Members for submitting suggestions on how to improve the operations in today's Army. This program has been published in our local paper. Additional information is available on our web page, flyers, and posters throughout the battalion.

#### 7.4.a (2) Accomplishment of Organizational Strategy

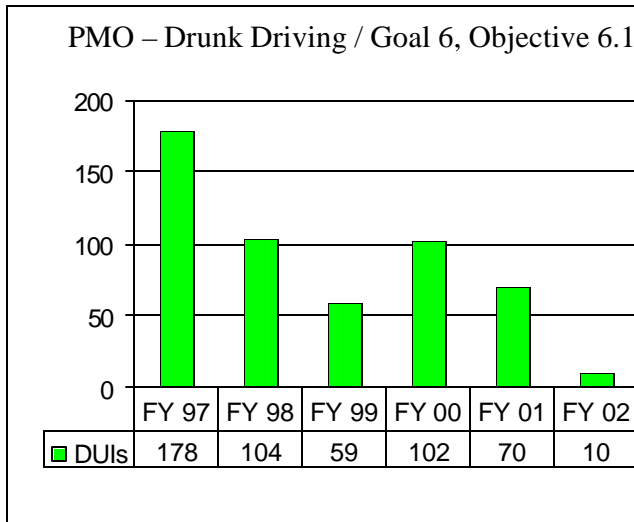


Figure: 7.4a(2).1

The number of drunk driving incidents has decreased by 85% due to an aggressive program of education and DUI check points.

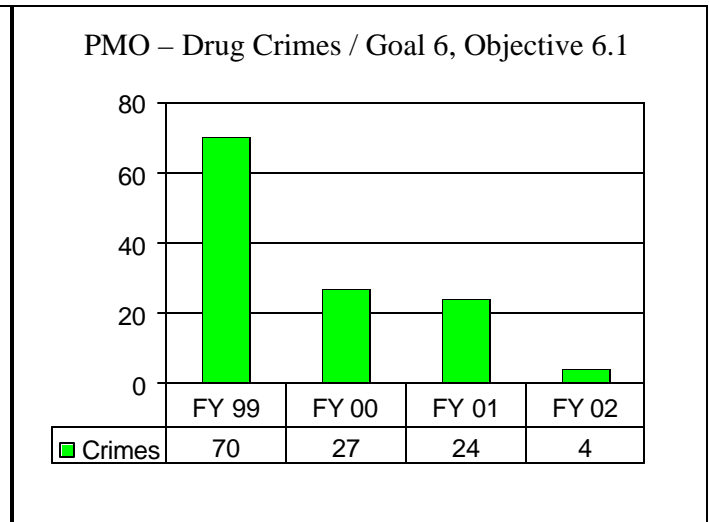


Figure: 7.4a(2).2

The Drug Suppression Team has publicly worked with the Air Force JDET and the Polizei to create a deterrent leading to a significant reduction in drug crimes.

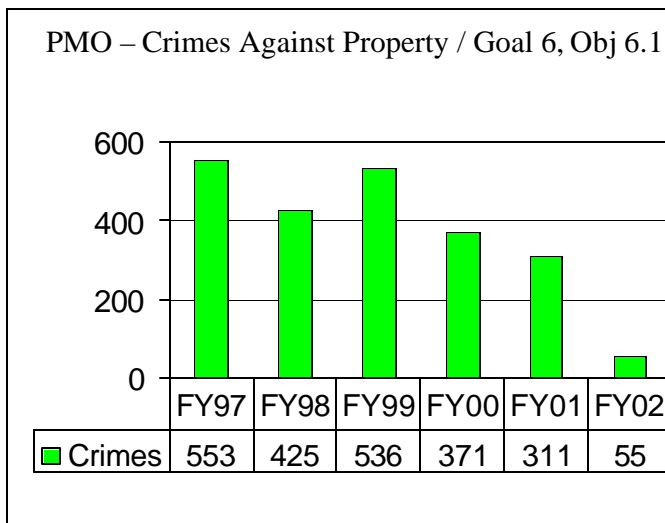


Figure: 7.4a(2).3

Due to the implementation of such programs as Neighborhood Watch and community bike patrols, there has been a decrease in the number of crimes committed against property.

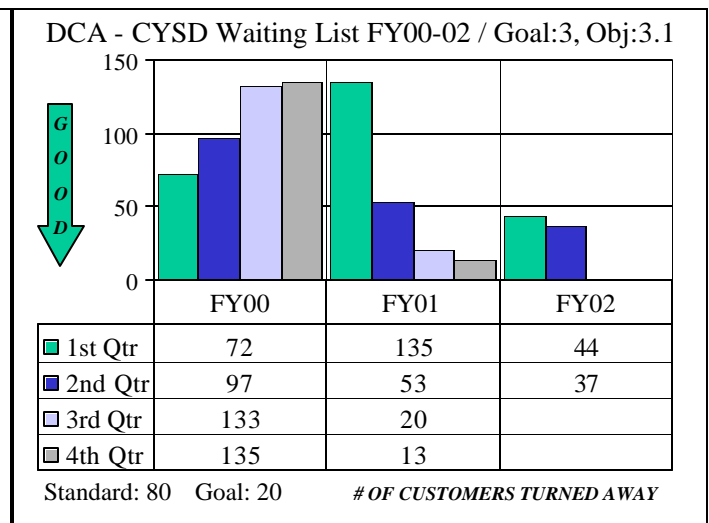


Figure: 7.4a(2).4

CYSD monitors the availability of child care services to community members and works towards reducing the number of service members who are not able to access their first choice for child care. Availability of child care is directly related to mission readiness and helps to reduce the conflict between parental responsibilities and unit mission requirements.

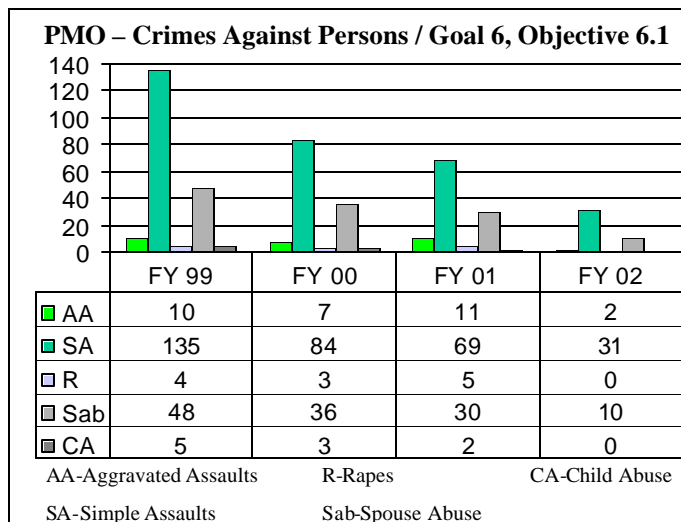


Figure: 7.4a(2).5

Crimes against persons have been continually decreasing for the community. These crimes have dropped by 64% due to proactive programs such as the bike patrol.

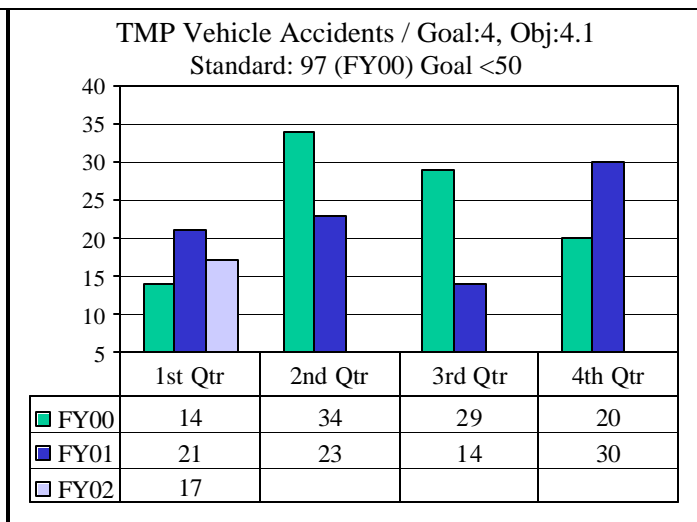


Figure: 7.4a(2).6

Accidents are a continuous problem. Our goal is to reduce the accident rate by insuring the customer attends additional drivers training.

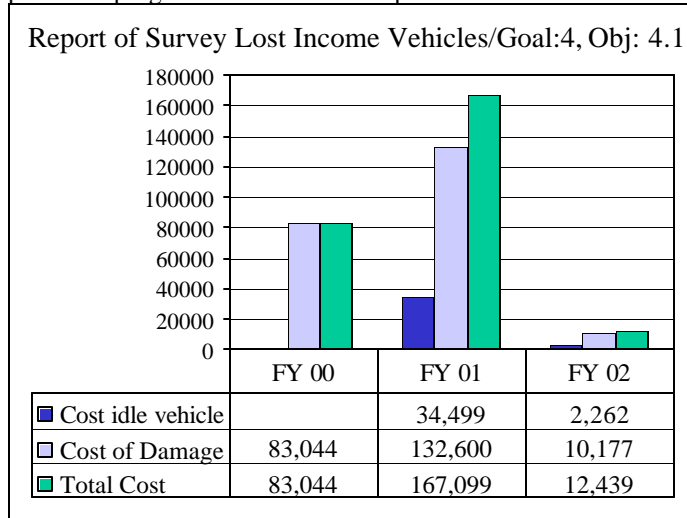


Figure: 7.4a(2).7

Using the data from the number of accidents we are able to equate that to actual monetary losses for the unit.

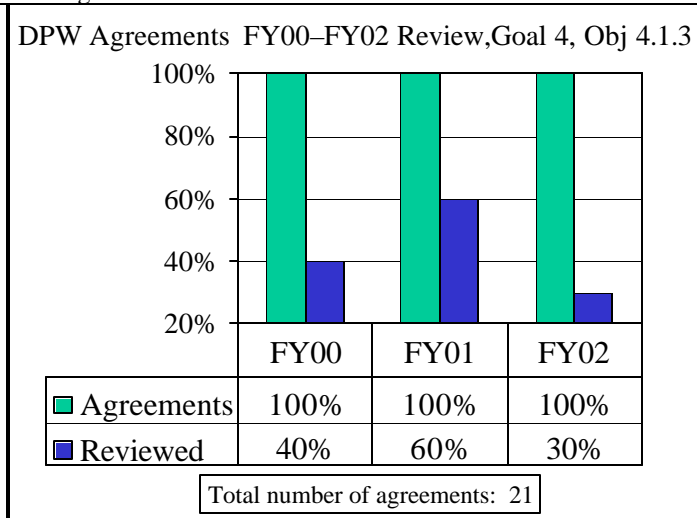


Figure: 7.4a(2).8

Above are the number of agreements in work and the percentage of those under review.

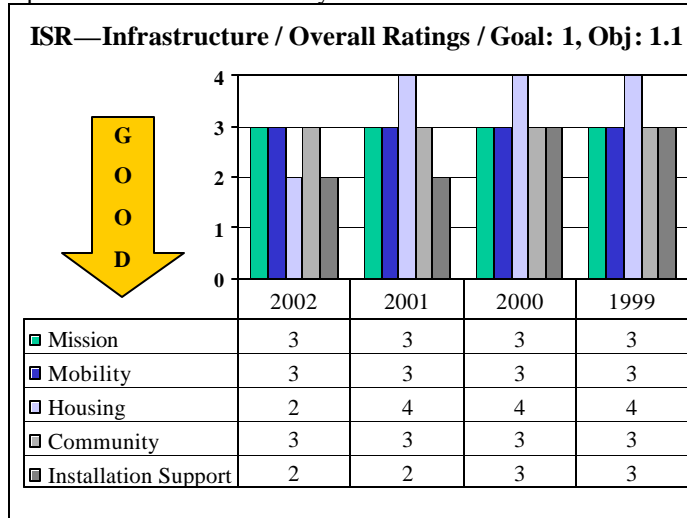


Figure: 7.4a(2).9

The Installation Status Report is a DA wide program. All facilities and services provide by an organization are physically inspected for alignment to the current standards set by the US Army. These results are transmitted up the chain of command to

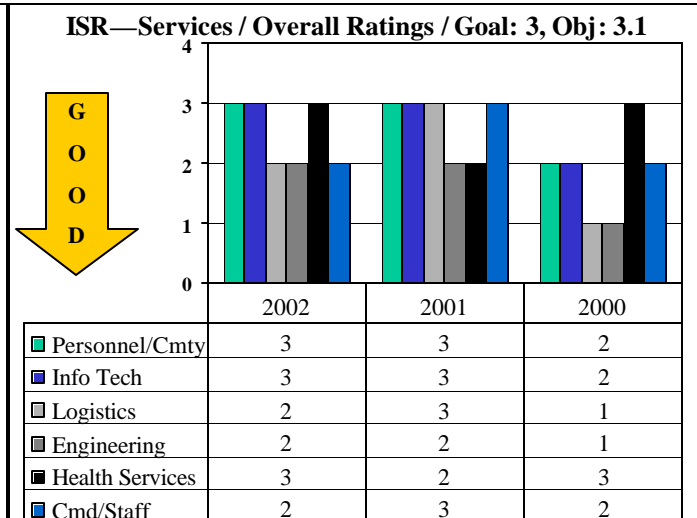


Figure: 7.4a(2).10

the Department of the Army where they are consolidated and used to establish priorities for funding future projects. The lower the number under a category represents how close an organization is to meeting the standards.

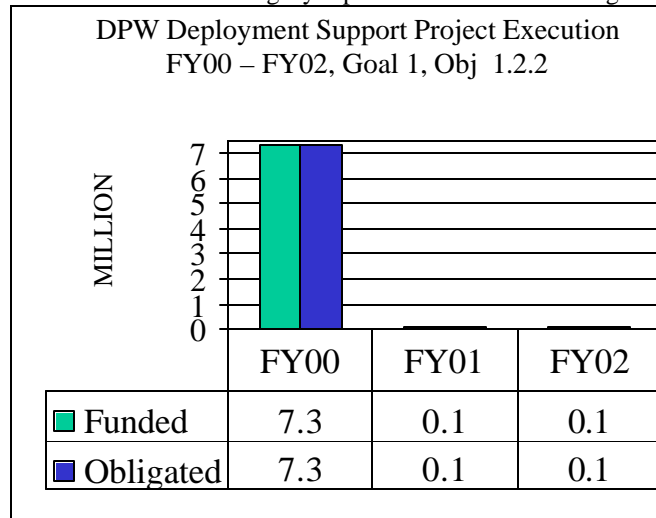


Figure: 7.4a(2).11

How we fund to meet deployment capabilities.

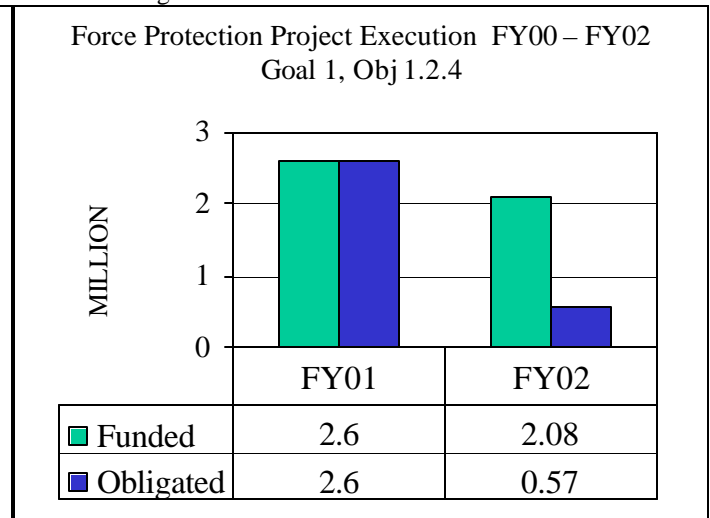


Figure: 7.4a(2).12

How we fund to meet Force Projection capabilities.

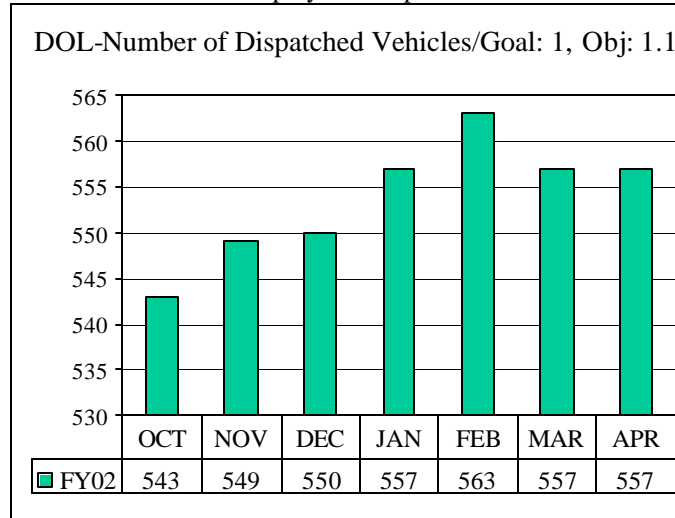


Figure: 7.4a(2).13

TMP tracks surges. Vehicles on recurring dispatch are then placed on the general fleet to accommodate other units.

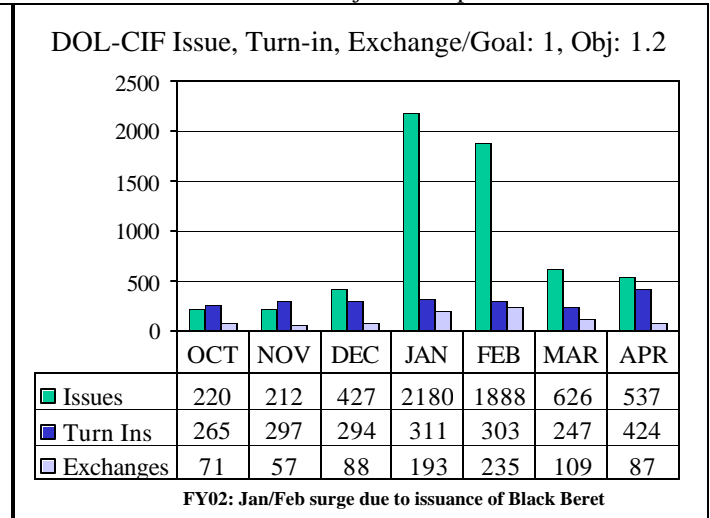


Figure: 7.4a(2).14

Information is used to identify items that required exchange due to use or defectiveness of the item.

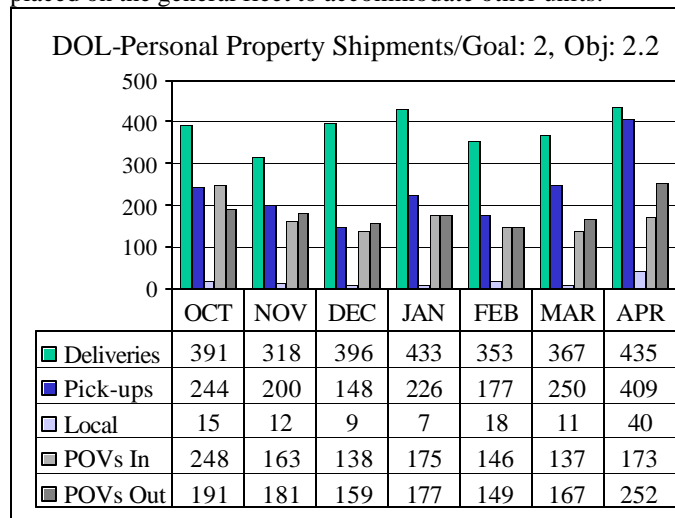


Figure: 7.4a(2).15

Shipping analysis gives us the opportunity to place personal in the proper place in order to meet our customer's needs.

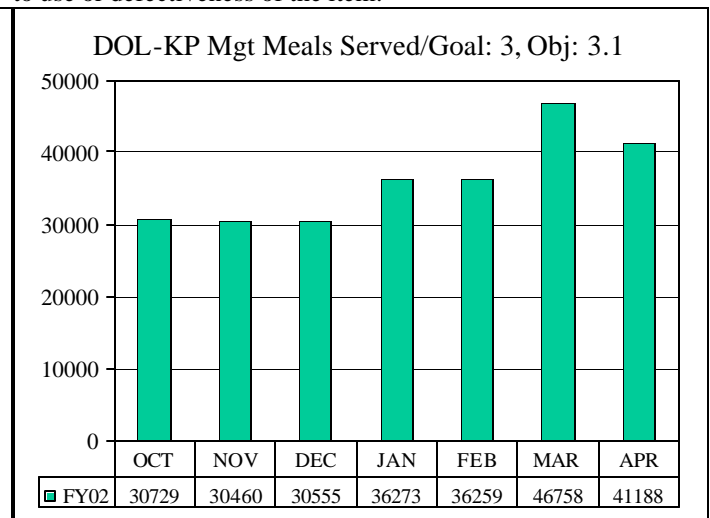


Figure: 7.4a(2).16

Trend data is used to hire or contract additional personal on the months required. Specifically during a surge at the ROB.

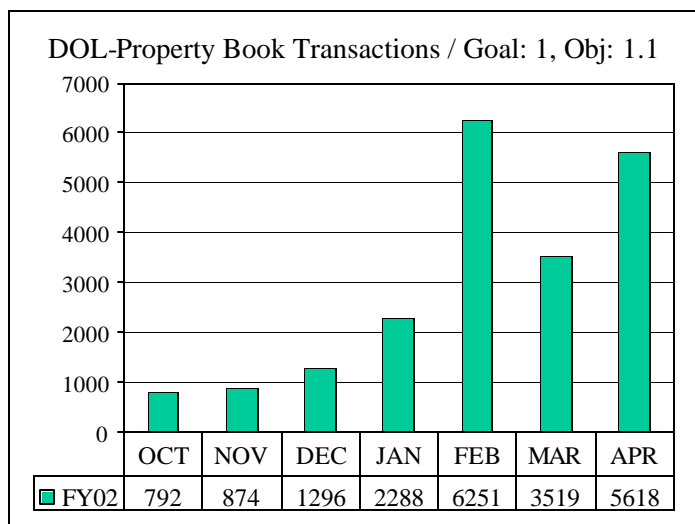


Figure: 7.4a(2).17

Transactions are closely monitored to insure that the workforce is properly accounting for property.

## b. Public Responsibility and Citizenship Results

### 7.4.b Legal Compliance & Citizenship

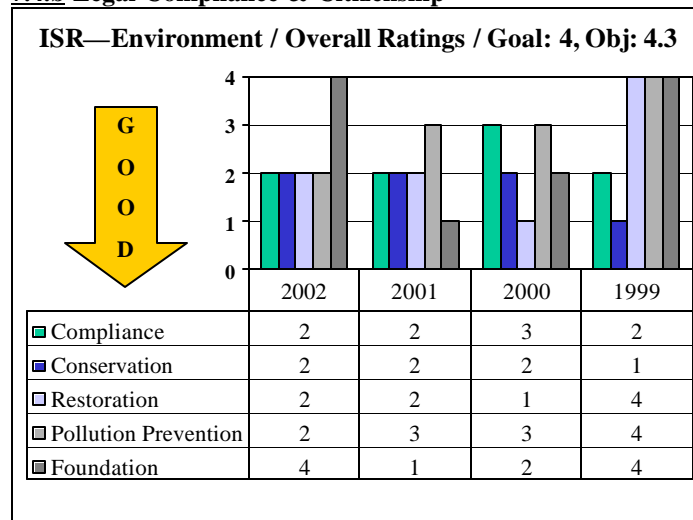


Figure: 7.4b.1

As with ISR part I & III, ISR II is a DA wide program. All requirements are the same as part I & III, but in part II we are looking for compliance with environmental standards.

### ECAS Findings Status – FY01/FY02, Goal 4, Obj 4.3.1

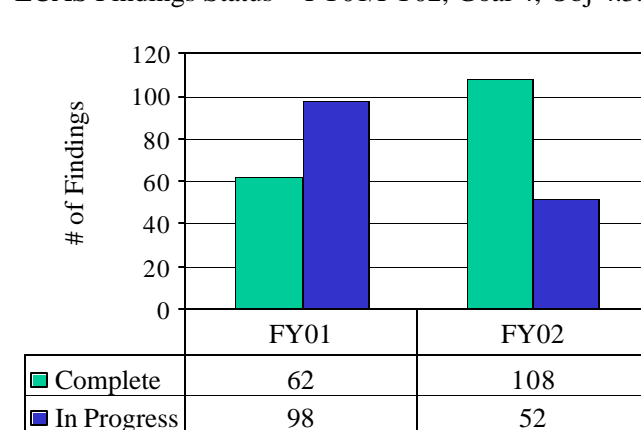


Figure: 7.4b.2

The external ECAS survey conducted in 01 produced a total of 160 findings. In FY01, 62 were completed and 98 were in progress. In FY02, 108 are completed and 52 are in progress.

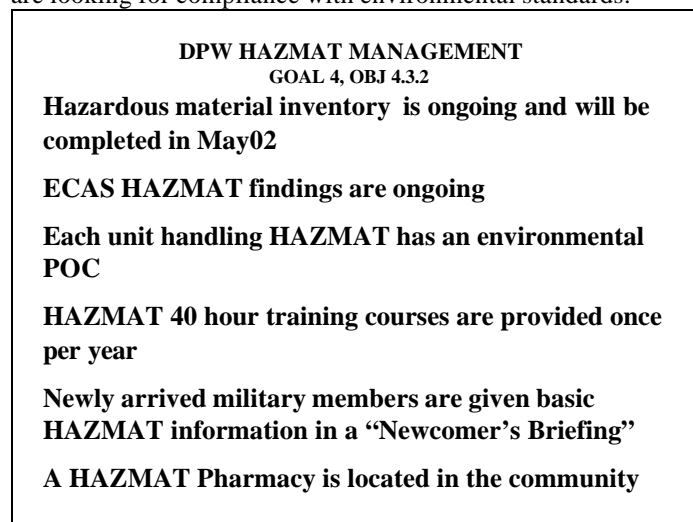


Figure: 7.4b.3

HAZMAT capability for the DPW and the battalion.

### DPW Energy Conservation{MBTU/KSF} Goal 4,Obj 4.1.1

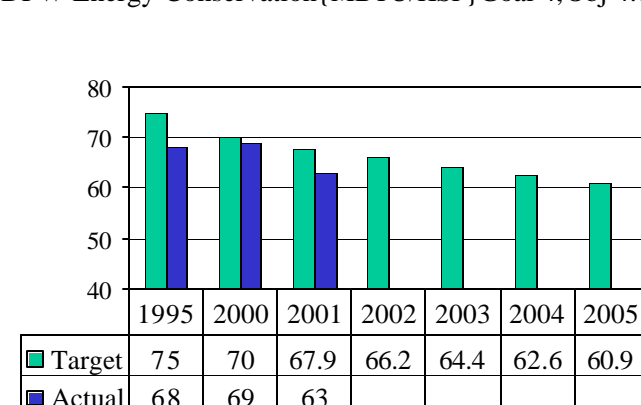


Figure: 7.4b.4

The goal is an energy use of a maximum 61 MBTU per 1000 square feet in FY05, equating to a 10% decrease in 5 years.

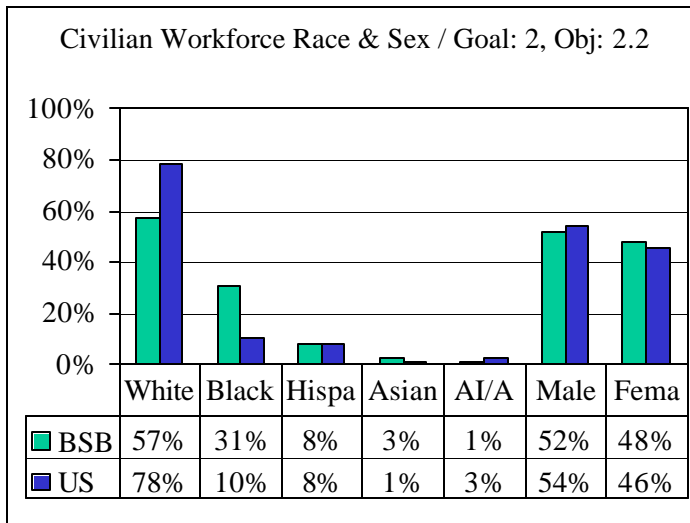


Figure: 7.4b.5

The representation of minorities and women is above parity in all areas except American Indian / Alaskan Native when compared to the US National Combined Labor Force.

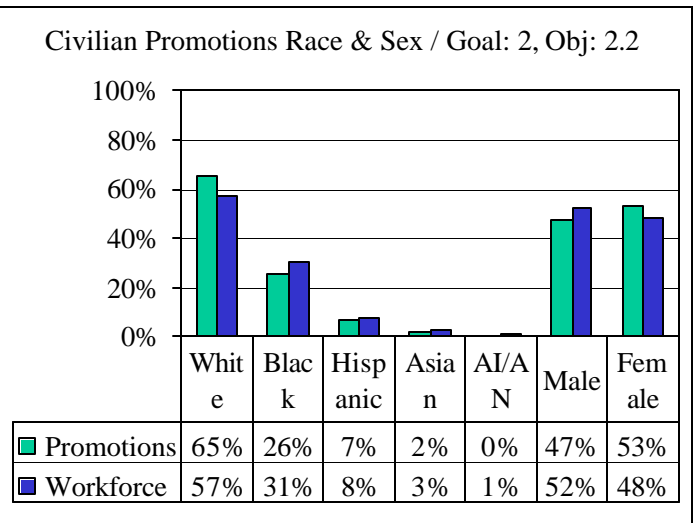


Figure: 7.4b.6

Minorities and women have received promotions in all areas commensurate with their representation in the workforce.

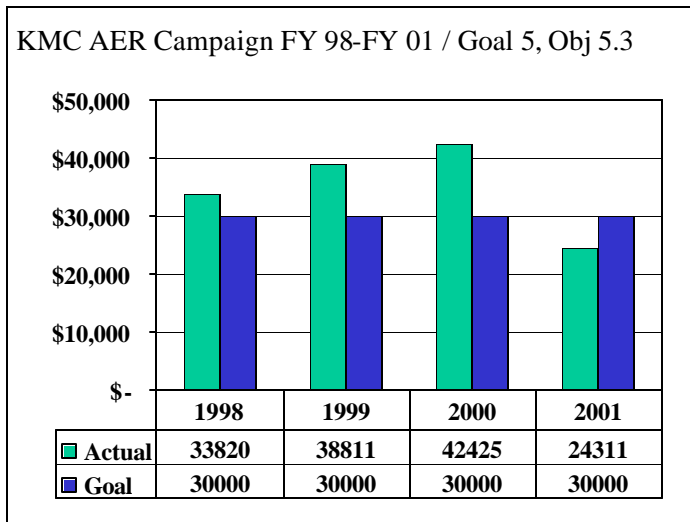


Figure: 7.4b.7

The Army Emergency Relief Campaign chart reflects the AER goal for the community with a comparison of the actual monies received against the goal.

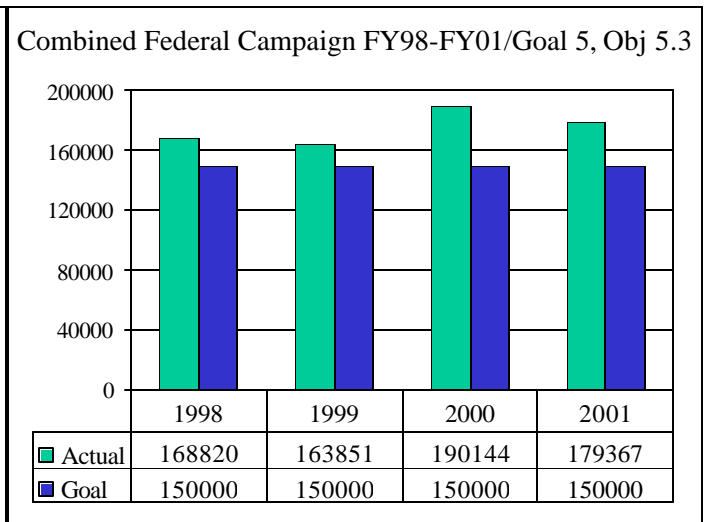


Figure: 7.4b.8

The Combined Federal Campaign chart reflects the CFC goal for the community with a comparison of the actual monies received against the goal.